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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
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L. M. BINGHAM, Editor

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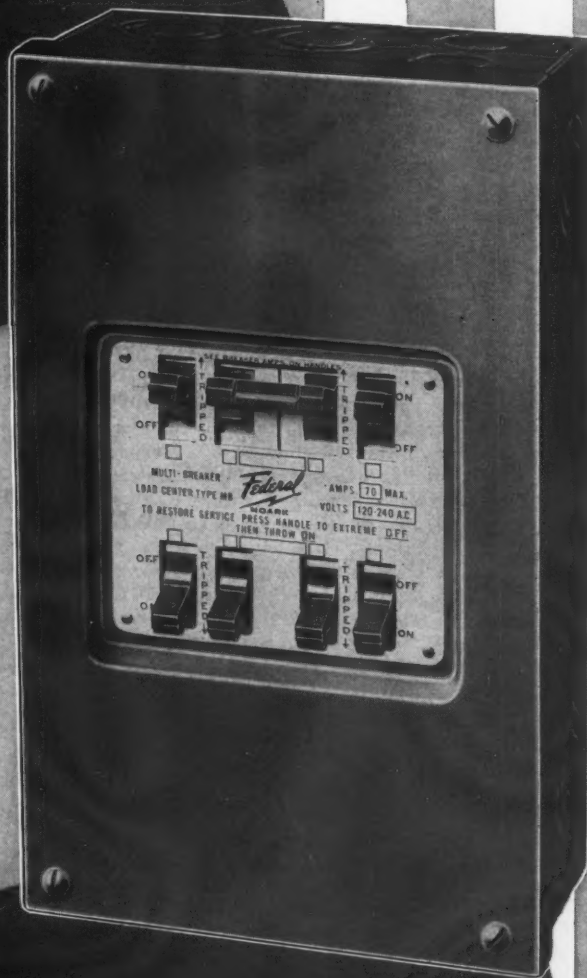
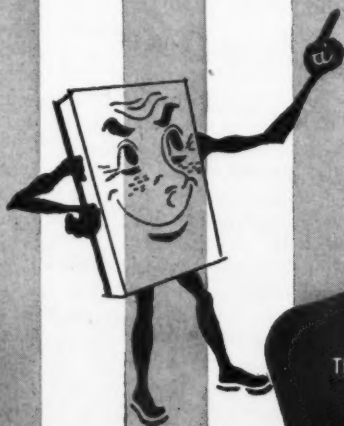
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Peace . . . But Goodwill Is Yet to Come

By ALFRED C. FULLER, *President*



THE Christmas message, "Peace on earth . . .," rings true again for the first time in five years with the exception of sporadic, localized fighting in China, Java, Iran and Palestine. Millions of our fighting men will again taste of a well-earned reunion with their families during the most cheerful and hopeful season of the year. There will be gifts to gladden the hearts of children and satisfy the hearts of the givers. There will be Christmas carols sung by church choirs instead of radio mockery of "Silent Night" amid the thunder of artillery, the staccato of machine-gun fire or the sickening sound of falling bombs. There will be feasting and Christmas services in the nerve-soothing atmosphere of Yuletide decorations and in the dim candlelight of the sanctuary.

All these blessings will gladden the hearts of our servicemen, their wives, children, sweethearts and friends. But there is still something vital missing this year . . . as in all previous Christmas seasons. It is "Goodwill Toward Men." Although that goodwill has always been a lurking subconscious hunger of the human race for over 2,000 years, which comes bravely to the surface in prayer and song each Yuletide season, this year when we so desperately need to grasp it as the only effective tool to rebuild a broken world, our hearts are yet too full of resentments to take it in.

For a time after his homecoming, the seasoned veteran is probably too engulfed in eradicating the boredom of war scenes by satisfying his appetite for home comforts, and visiting familiar places and seeing old friends, to give much thought to the alarming amount of dissension at home and abroad. But sooner or later every thinking man who returns from the holocaust of the world's greatest catastrophe cannot view with satisfaction the bombshells of domestic strife that are bursting all about him, perhaps to delay for many months his chances of satisfying his warfront dreams of a certain job and a home.

Instead of having the home front aglow with teeming activity which kept our servicemen fighting successfully with the most and best battle tools any fighting men ever had, we now welcome our returning heroes with a home front disunited and uncertain of its desire or strength to finish its part of the job they so nobly started. For many of these men who have risked their lives, given up their comforts and even shared their food with the homeless and starving in wretchedly poor foreign lands, it must seem like a hollow victory to return home to a nation, rich beyond the dreams of most others, to find only bitter dissension slowing down the wheels of progress instead of concerted action by labor, management and government to speed real prosperity for all groups in the country.

Physically, our reconversion to peacetime operations has been well started by management, according to the observations of seasoned newspaper representatives who talked with key executives in a wide variety of leading industries throughout the nation during October and November. About the only lack on the physical side is a shortage of certain materials and tools which can soon be remedied by a concerted effort of labor to produce with a zeal equal

to that exhibited in wartime. There remains also the duty of government to be more realistic in establishing a price policy which is fluid enough to permit a company to make a profit rather than to accept certain losses and ultimately liquidation.

Mentally, however, we are far from being converted to the realities of a peacetime world in which we can produce an ounce of prosperity either with or without freedom. Large numbers of our people still cling doggedly to the adolescent view that they can get "more and more" for producing "less and less"—all because they are looking backwards at swollen wartime profits, which have been largely skimmed off into the government treasury, and the remainder put into surplus to provide for necessary reconversion, plant expansion and for "rainy day" emergencies. The sooner we accept the bitter truth that we can't live off of yesterday's fat but must get paid in proportion to our productivity today, the quicker we shall be on our way toward the creation of our greatest peacetime prosperity.

We need also a genuine rededication to the belief in the old adage that "honesty is the best policy"; that contracts between labor and management, and between all individuals or groups, must be kept if there is to be any peace, goodwill or prosperity in this country. The same policy must also prevail in international agreements if peace and goodwill is to be fostered throughout the world.

These are times which try men's souls. Management of industry was tried during the war and not found wanting. Workers, too, came through with accomplishments of which the nation can be proud. People in all other walks of life did their bit as never before to back up our fighting men in the preservation of the spark of liberty which was being ruthlessly crushed throughout the world. The war is over, but the fight for liberty must go on more strenuously than ever if the forces of greed that launched the war are not to be crushed at home.

Our present labor-management situation calls for statesmanship of the highest order on the part of both management and labor leaders and government as well. As we approach once more this Christmas season let us solemnly pledge to redouble our efforts to be patient and to be more realistic in our interpretation of the "Golden Rule" in order that we may hasten true "peace and goodwill toward men." We must have goodwill in large measure to maintain peace and to earn for ourselves liberty and prosperity and the respect of our neighbors throughout the world.

Review of 130th Annual Meeting and Reconversion Conference

NEARLY 900 industrial leaders of Connecticut attended the 130th annual meeting of the Manufacturers Association of Connecticut at the State Armory, New Haven, October 17. With the meeting taking the form of a Reconversion Conference, the recurrent theme emphasized the fact that peace on the industrial front during the difficult reconversion period is essential to the building of a strong and lasting economic future.

New Directors—Reports

During the afternoon portion of the meeting, the Association's president, Alfred C. Fuller, presided over a short business session at which the following new directors were elected, each for a four-year term: Clayton R. Burt, chairman of the board, Pratt & Whitney Division, Niles-Bement-Pond Company, West Hartford, representing Hartford County; A. F. Brooks, president of the Southern New England Telephone Company, New Haven, representing New Haven County; H. C. Haskell, president, Brunswick Worsted Mills, Inc., Moosup, representing Windham County; A. V. Bodine, president of the Bodine Corporation, Bridgeport, director-at-large; and C. E. Hart, Jr., president, Chase Brass & Copper Company, Waterbury, representing New Haven County. Mr. Hart has been filling the unexpired term of the late John H. Goss.

John Coolidge, president and treasurer of the Connecticut Manifold Forms Company, Hartford, and treasurer of the Association, read the treasurer's report. The Budget Committee report was presented by D. Hayes Murphy, president of the Wiremold Company, Hartford, for the committee which is made up of the following members: C. B. Cook, vice-president of the Royal Typewriter Company, chairman; C. E. Hart, president, Chase Brass & Copper Company, Waterbury; F. M. Holmes, chairman of the board of North & Judd Manufacturing Company, New Britain; Fuller F. Barnes, president, Associated Spring Corporation, Bristol, and D. Hayes Murphy.

Francis H. Griffiths, chairman of the nominating committee, read the report of that committee, which included the following members: Elliott D. Dean, vice-president and general manager of Lowell Needle Co., Inc., Putnam; D. Hayes Murphy, president of Wiremold Company, Hartford; Floyd I. Newton, secretary of The G & O Mfg. Co., New Haven; and D. S. Sammis, vice-president of Underwood Corporation, Bridgeport.

Snyder Speaks

The keynote address of the afternoon session was made by John W. Snyder, Director of the Office of War Mobilization & Reconversion. Mr. Snyder opened his talk by clarifying the term "reconversion" as it is used

in connection with the transition from war-time to peace-time production—and ultimately peace-time prosperity. "The word, as we use it," the War Mobilization Director said, "to mean switching over our economy from war to peace production, unfortunately carries with it a sense of going back. We do not intend to . . . go back in the sense of returning our economy to pre-war levels of production. We intend to go ahead to an economy that will give us more jobs, more peacetime production and bigger markets than we have ever had before. We are going ahead to try to expand our output to forty of fifty per cent above anything we ever accomplished."

Mr. Snyder reminded the audience of the economic disaster which occurred in 1929. "Between 1929 and 1932, the production of goods and services in this country fell by more than a fourth. Prices fell also," the speaker stated, "so that the value of what we produced dropped by 44 per cent. We did not surpass our 1929 production again until 1937—eight years later. In those years, the loss was enormous, not alone in terms of failures and in bankruptcies and wiped-out assets, not alone in terms of human misery, but also in terms of what we could have done if we had used the resources and the manpower that lay idle."

Mr. Snyder stressed that the job ahead now is to provide a peacetime production that will carry us forward



SPEAKERS Table at Dinner Session of Association Meeting (l. to r.) C. L. Eyanson, Sec. John Coolidge, Treas. Rev. Richard H. Clapp, Rear Adm. Kitts guest speaker, Miss Miriam Crossman, President A. C. Fuller, Vice-Pres. James W. Hook, Exec. Vice-Pres. Norris W. Ford, and George W. Romney, chief speaker.

to full employment and a stable economy, which must be done by building an ample private market that will replace the Government purchasing for war which has now been eliminated.

Mr. Snyder pointed out several steps now being taken by the Government to assist industry to accomplish an orderly reconversion, the most vital of which is the program to stabilize wages, prices and costs. "Industry pricing," he said, "constitutes only one of the pressures against the stabilization framework. Workers are asking for higher wages. This too, is understandable. When the need for overtime work disappeared with Japan's surrender, the take-home pay of workers decreased . . . At the same time, the prices which the worker must pay for food, housing, for the clothing his children wear to school, remain unchanged.

"Squeezed in that vise," Mr. Snyder continued, "the worker can do only two things—either he gets more money, or he has to reduce his standard of living. With a reduced standard of living, he will buy less, the purchasing power of the market will suffer and manufacturers will feel it ultimately in reduced orders. Our economy is so closely interlocking that no segment can suffer for long without the rest of us feeling the pinch."

In Mr. Snyder's opinion, many industries should be able to grant wage increases that will not mean price increases. One important factor in making wage increases possible is the proposed reduction of the wartime excess profits tax, which took up to 85 per cent of the higher wartime profits.

Both labor and management were warned by the speaker to constantly study the production picture to see whether cost reductions can be passed along to the worker as higher wages and to the consumer as lower prices. "We will have to watch the whole wage-price structure carefully," Mr. Snyder asserted, "to guard against moves that would lift the lid on inflation. I know of no problem of the reconversion period that requires more delicate balance. I know of no difficulty that will demand more of the traditional fair play and give and take that we count on to make our American system work. And I know also, that we can count on American industry and American labor to settle this difficulty with due regard for the other fellow and his problems—and for the public interest."

Governor Baldwin Outlines State's Efforts

In his welcoming address, Governor Raymond E. Baldwin drew a picture of the state government's plans for cooperating with industry during the reconversion period. The Governor said he saw no need for placing new taxes on business in the next few years, and revealed that it is not the proposal of the State to saddle business with any additional taxes during the difficult reconversion years.

To bridge the gap until full employment is a reality, the State is prepared to do its part in taking up unemployment slack by putting into operation a \$20,000,000 highway construction program, the Governor said.

Those in attendance were warned that Connecticut will have a "tough time in competition in the future," but the Governor felt confident that Connecticut has the "management know-how, plant facilities and skilled workers to meet all challenges."

The Governor rated Connecticut's reconversion difficulties second only



(Left to Right) H. L. TRISCH and KENNETH P. FALLON, vice-presidents of A. C. Gilbert Company, New Haven and George W. Romney, General Manager, Automobile Manufacturers Association, Detroit.

to those of Michigan, but added that the state is switching back faster than any other section of the country.

The Governor counseled the manufacturers soon to obtain priority on



CHARLES E. HART, JR., Pres., Chase Brass & Copper Co., Waterbury; A. V. Bodine, Pres., Bodine Corp., Bridgeport; Governor Baldwin; Rear Admiral Kitts; Pres. Fuller; Mr. Burt; and H. C. Haskell, pres., Brunswick Worsted Mills, Moosup, Conn. Messrs. Hart, Bodine, Burt and Haskell were elected directors at the Annual Meeting.



(Left to Right) PRESIDENT A. C. FULLER, Rear Admiral Willard A. Kitts, Jr., U. S. N., George W. Romney, Clayton R. Burt, Chairman, Pratt & Whitney Div. Niles-Bement-Pond, West Hartford and Allerton Brooks, president Southern New England Telephone Company, New Haven. Both Mr. Burt and Mr. Brooks were elected directors.



(Left to Right) GOVERNOR BALDWIN, Rear Admiral Kitts, President Fuller and Edw. Ingraham, vice-president of the Association and President of the E. Ingraham Co., Bristol.

brick, steel and wood, in order to cut down the delay in the erection of new plants, thus creating more employment opportunities.

"With the proper assistance from the State and Federal governments, I am sure industry can provide all with profitable employment," the chief executive stated.

Highlights of President Fuller's Report

In his annual report, Alfred C. Fuller, president of the Manufacturers Association of Connecticut and chairman of the board of directors of the Fuller Brush Company, Hartford, lauded management and industry on "the harmony" which existed between employer and employee during the entire war production period. "It was this high quality of teamwork which,

more than any other one factor, made the winning of the production battle possible in terms of overwhelming superiority of firepower over our enemies," he said.

Mr. Fuller recounted briefly the state's war production record, and pointed out that in total volume, Connecticut stood from fifth to eighth among the states. In per capita production it surpassed all other states by a wide margin. The Association president pointed with pride to the fact that "in ingenuity and resourcefulness, the record of Connecticut industrial management and skilled labor stood at the top of the list as attested by the fact that vital parts of every secret project, including the atomic bomb, were either conceived and processed here, or at least produced here."



(Left to Right) JAMES W. HOOK, vice-president, Manufacturers Association of Conn., and chairman United Illuminating Co., New Haven; John W. Snyder, Director, Office of War Mobilization & Reconversion; President Alfred C. Fuller of the Association, and John Coolidge, President, Connecticut Manifold Co., and Treas. of the Association.

Mr. Fuller incorporated in his talk a brief accounting of the Association's contributions toward the solution of the many and varied hurdles with which Connecticut industry has had to cope since V-J Day, covering the thirteen basic problems, namely: excess property; contract termination; financing; research and new products; domestic and foreign marketing services; employment of veterans; O.P.A. pricing; industrial relation policies; personnel, factory space, subcontracts and subcontractors.

The president expressed his pride in the staff of the Association for their conscientious and helpful assistance, and that of all the committee members, toward the solution of the many important problems of reconversion. "It is our desire to keep our services constantly tuned to the changing needs of industry and to expand them to the maximum limit of our staff manpower," Mr. Fuller said.

Evening Session

The evening session of the meeting got under way with a banquet at 6:30 p. m., followed by the invocation by Rev. Richard H. Clapp, The United Church, Congregational, New Haven. The keynoter of the evening was George W. Romney, general manager of the Automobile Manufacturers Association, Detroit, Michigan, whose subject was "Reconversion Brings American Industry to the Crossroads."

Mr. Romney brought to the meeting an insight on the current strike difficulties and material shortages which are hampering full employment and full production in the automotive industry, and informed the audience that "regrettable as it is, there just will not be very many cars to hang on Christmas trees this year. . . ." Excerpts from Mr. Romney's talk are reprinted elsewhere in this issue.

Rear Admiral Kitts Honor Guest

Rear Admiral W. A. Kitts, U. S. N., was the guest of honor at the evening session of the Reconversion Conference. The Admiral has had a colorful Navy career, having served during World War I as an officer on the USS Arkansas, when he was present at the surrender of the German High Seas Fleet in the Firth of Forth on November 21, 1918.

He also served on the USS Kidder, the Litchfield, the Indianapolis, the McCormick and the Salt Lake City. He wears the Navy Cross, the Legion

(Continued on page 31)

Reconversion Brings American Industry to the Crossroads

Highlights of an address by **GEORGE W. ROMNEY**, *General Manager, Automobile Manufacturers Association of Detroit*, given before the 130th Annual Meeting of the Manufacturers Association of Connecticut held recently at New Haven.

I'VE decided to talk in the capacity of a reporter who has had a ringside seat to observe peacetime and wartime production in the automotive industry. I'll objectively ask myself the hottest current public questions about automotive reconversion.

Until the last few days, the first and more frequently asked question was:

When Can We Get New Cars?

Not as early as you should have if the Government had accepted industry recommendations. . . .

Nevertheless, most companies have already started production. All are in a position to step up output nearly as rapidly as in pre-war years, except for strikes in plants of suppliers. . . .

The physical side of automotive reconversion is sufficiently mastered to state that we are very much over the hump and that should mean we are over the hump nationally. So far, reconversion speed has exceeded expectations of industry and Government.

Arrival of V-J Day before partial reconversion had been completed by most automobile companies resulted in their tackling the full job. As a result, output could have snowballed to a 250,000 rate for the month of December and this could have brought the 1945 total output to 500,000 passenger cars—double the WPB quota.

The month that has passed since then has sliced that total more than in half for the simple reason that the sliced-off month is what would have been built in December with a two-month running start. As it stands now, the clearing up of all strike difficulties and material shortages in time to permit a real start in November is the best prediction an optimistic speaker could make. Even with such happy circumstances prevailing, it is doubtful if the industry can reach its WPB quotas of 241,916 passenger cars by the end of this year. It is obvious, also, that every day's delay between now and the time that production does really start will prevent one of those high-level days from coming in De-



GEORGE W. ROMNEY

cember and will whittle this projected output still farther.

Regrettable as it is, there just will not be very many cars to hang on Christmas trees this year.

Projecting forward, if there are no more artificial interferences with the industry's ability to produce, it can scale production up to pre-war levels by early spring and go on from there to a new all-time peak annual rate of 6 million units by summer. . . .

In the past few days there has been a marked change in the type of questions we are being asked. Leading the list is this one:

What is the industry going to do about the unions' 30% wage increase ultimatum?"

Now, my honest answer is, I don't know, and I don't expect to know because the answer is one for each company individually.

Listen to these cost of living, wage, profit and productivity facts and then decide whether the 30% wage demand of the unions is reasonable, or excessive and extortionate!

A majority of a special committee appointed by President Roosevelt reported in February of this year that living costs during the war had increased about 30%. This cost of living study was made because unions

insisted that a 45% increase had occurred. Do you think a committee appointed by President Roosevelt would have differed with labor unless compelled to do so by the facts? . . .

The public members of the National War Labor Board say that during the war average straight-time hourly wage rates, which they considered most comparable to the cost of living, increased 36.7%. In addition, due to longer hours, take-home pay at these rates increased about 51%.

Where overtime has been completely eliminated, wage rates are still close to the average straight-time hourly wage rate, which increased 36%. This means the demand for a 30% increase, due to the elimination of overtime, is a demand that wages be increased greatly in excess of the 30% increase in the cost of living.

Is this union demand justified by increased productivity? Listen!

Each year, until the 30's, automobile companies produced cars more efficiently and more cheaply. Prices were reduced and wages increased. In other words, productivity increased. However, since the middle thirties, the rate of increase in productivity has declined and prices have increased. This alarming situation developed before the war. It resulted primarily from short-sighted auto union policies which, according to Senate testimony of its own president in 1940, had decreased the industry's productivity between five and ten per cent.

Last spring, five years later, union, Government and industry witnesses told the Senate Mead Committee that automotive production efficiency on war work was from 15% to 50% below the production efficiency that prevailed in peacetime. In other words, productivity in the automotive industry declined during the war. It did not increase above peacetime levels.

A Look Into the Future

What are the prospects for the future?

A few vehicle and parts and supplier companies have resumed their peacetime production. What has their experience been in terms of productivity?

An automobile company sustained

a four-day strike when it refused paint spraymen 20 minutes relief time an hour, instead of 15 minutes because they were "doing less than two-thirds as much work as before the war."

In a parts plant where 385 pieces were made each day before the war, the company had a strike over union demands to reduce production below 350 pieces per day.

A foundry in Cleveland is using 25% more men than before the war to get prewar production.

A tool company's new methods and equipment were supposed to raise productivity almost 50%, but notwithstanding these improvements, efficiency is 15% lower than before.

A truck company out west states its productivity is 25% below prewar levels.

The story is the same, whether you talk to production men in Detroit, Chicago, Milwaukee, Cleveland, or Eastern cities. Company size makes no difference. Employers with over 350,000 workers and those with only two dozen men give the same answers.

Under these circumstances, how can a 30% wage increase be granted in anticipation of greater productivity?

It is the union's position that the 30% wage demand can be met without charging the public more for automobiles.

Man-Hour Facts

Listen to these facts, all broken down to a man-hour basis so that everyone can understand them:

The average basic hourly wage rate in the automobile industry is about \$1.15 an hour. The 30% increase would be 35¢ an hour. In the biggest wartime production year, 1944, car companies paid taxes of 25¢ for each man-hour worked and about 9¢ to stockholders, making a total of about 34¢. These funds, however, have been spent.

All other wartime earnings were earmarked for reconversion and for expansion. If the total amount of these funds for 1942, '43 and '44 were still available, which of course they are not, they would only amount to 25¢ per hour for a 12-minute period.

At the present time, every automobile company is losing money and is willing to continue to do so until production has reached volume proportions.

The 35¢ wage increase in our industry simply cannot be paid out of current profits. There are none.

The unions have suggested diverting into wages money to be used to maintain and add to the tools of production. In this they are betraying their own members. A farmer *can* feed his hogs his seed corn, and the goose that lays the golden egg *can* be eaten, but then there'll be no more corn and no more golden eggs.

This wage demand attacks the public interest. Farmers, professional workers, white collar workers and foreign buyers constitute 70% of the industry's customers. If this wage demand were granted, every American, as a customer, would have to pay it through higher prices. Former war workers cannot secure wage increases at their expense without disastrous results.

Automobile companies have always paid increasingly high wages to match the increasing productivity of workers, and will continue to do so as productivity increases.

Plain Economics

But, wages *must* be based on productivity.

If 52 hours' pay for 40 hours' work would increase car sales, automobile companies would do it. If that's prosperity, why not pay 52 hours' for 10 hours? Then we could all get rich. But obviously we would all starve. It is equally obvious that only by constantly producing more can we get more.

Economics is like a beautiful song or a good story. If the singer is a little off key, or the story teller gets the order of things mixed up, it spoils everything. As usual, the latest auto union plan, "How to Raise Wages Without Raising Prices," just gets things mixed up a little bit. The automotive story is, "How to raise wages and reduce prices." The key argument in the union plan is that to get production we must first increase purchasing power.

Now, I can understand the dilemma about whether the hen or the egg came first, but I can't understand any doubt about whether production or purchasing power comes first. Every American knows that our pioneers in any part of the country first had to produce before they could exchange or buy. It is production that makes purchasing power, not the other way around. Yes, and in the western desert areas where my people made "the desert bloom as a rose," it was work, hard but satisfying, that wrought the trans-

formation. That principle has not changed. . . .

The irony of this situation is that unions are deliberately sabotaging their own future. The American customer cannot be kicked around. Most people don't *have* to buy new cars and, at excessive prices, they *won't*. That means the union members would be out of a job.

Whether they like it or not, labor and management are on the same team and, to win, they must please the All-American customer.

As union officials have said, the auto union *does* have the power to destroy industry, but in doing so it would also destroy *itself*.

"Is the automobile industry, or any automobile company, trying to break the unions?"

If harmonious and workable labor-management relationships are to develop on a permanently effective basis, the right answer to this question must be accurately given and widely understood. I believe I can be more definite and positive and certain in answering this question than in answering any other on an industry-wide basis. *There is no effort being made by the automobile industry to destroy the unions.* On the contrary, last spring the entire industry authorized me to make this statement to the Senate War Investigating Committee when it held hearings in Detroit.

"Collective bargaining is an established process in this industry and individual managements are conscientiously discharging their obligations under existing agreements. I know of no policy-making individual, company or organization in the automotive industry that opposes the organization of rank-and-file employees." . . .

A third question in this field that is asked today is:

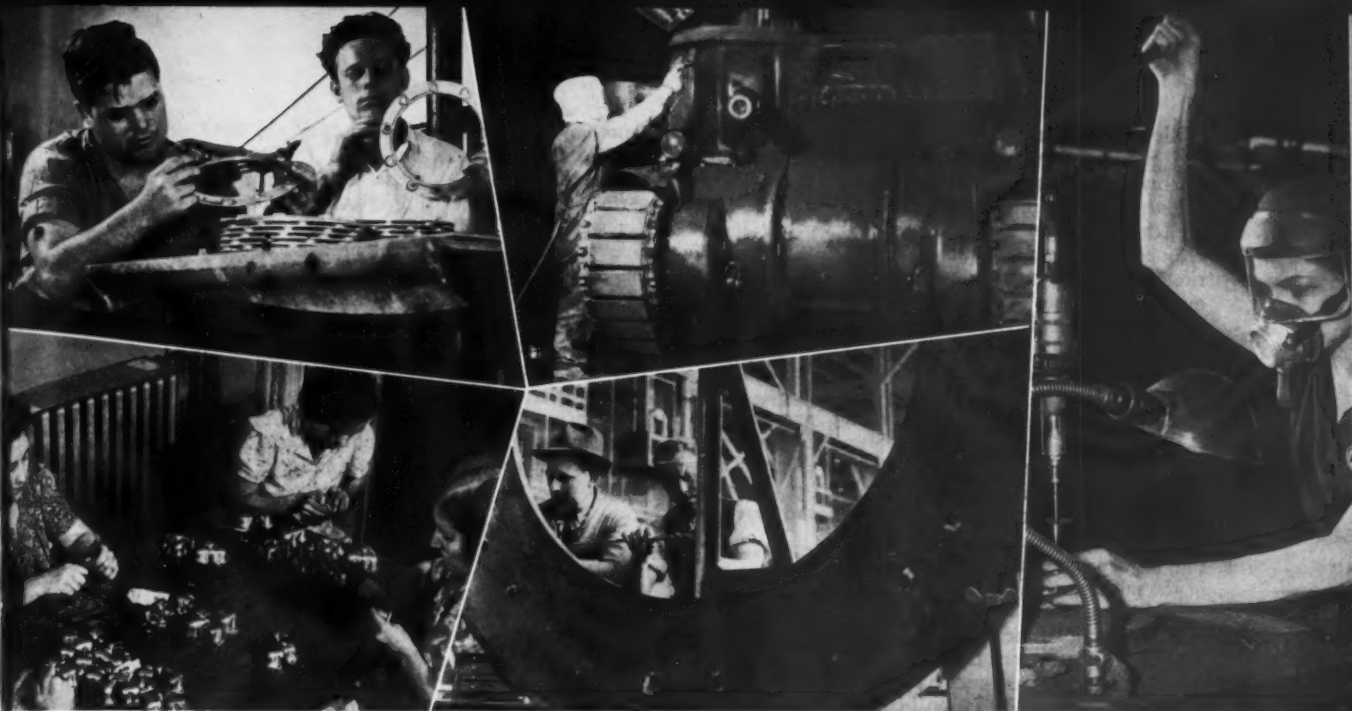
"Why don't the automobile manufacturers get together to fight the unions and the unions' demands?"

This apparently simply question actually has two parts. Its first part is:

"Why don't automobile manufacturers get together on collective bargaining?"

Experience abroad and at home demonstrates clearly that getting together on wages and hours, to deal with unions organized on an industry-wide or national basis, is a first step in getting together in the same way on other things—such as production and

(Continued on page 23)



The Story Behind Victory

By JAMES H. FIFIELD, *Administrative Ass't, Public Relations, Springfield Ordnance District*

Ed. Note: THIS STORY is the concluding portion of an article about Connecticut industry's contribution to the ordnance production phase of the war effort, the first part of which was published in the November issue of *Connecticut Industry* and in the magazine sections of the November 18th issues of *The Hartford Courant* and *New Haven Register*. Although many company names were mentioned in both sections of the story, a large number were omitted either for lack of space or because of the author's inability to "dig out" the facts about their contributions or secure approval for their publication.

Although both sections of the story contain dramatic revelations of Connecticut industry's stellar performance in making ordnance, other stories running many times this length could be written of additional dramatic performances of companies producing aircraft or parts, submarines, clothing, hospital supplies, etc. If the same harmonious performance of management and labor can somehow be obtained during the next four years of peacetime operation as prevailed during the war, we shall indeed discover the "promised land" of higher living standards about which government officials talk, labor demands and management plans.

ALL of Connecticut's Production miracles were not restricted to small arms. The Army endeavored at all times to keep its program flexible so that needs determined by battle experience could be met and necessary changes and improvements made. The expression "fluidity of war" became more than a phrase. It was the axiom upon which all procurement was predicated and it required all the ingenuity and resilience

possessed by American industry to keep pace.

As already noted, machine tools and the implements to equip industry came first, followed by rifles, carbines, machine guns, rocket launchers, pistols, small arms ammunition, etc.—the tools of the ground forces. Coincident in the original plans were artillery and heavy ammunition, a type of production with which this area was not so intimately concerned, but basic in

every previous armament program. But as the theory of bombing and defeat by air power gained, there was a decided impetus towards the implements of aerial warfare and a lesser demand for artillery beyond what might be termed normal requirements.

This was understandable. Except for relatively small forces then engaged in ground combat in New Guinea and the Solomons, the bulk of effective Army striking power was limited to the air. Once the major African and European campaigns were launched, however, and full opportunity offered to digest their lessons plus those of the Aleutians and the long climb up the Pacific, there was an upsurge in artillery and heavy ammunition needs, with more nearly equalized production schedules among the various elements and arms that was to continue to the end of the war.

Many New Items

There was also a constant procession of new items. Weapons undreamed of in 1941 became common in 1942 and were practically obsolete in 1943. Each month brought its new crop of lethal devices and each necessitated shifts and changes in program.

With the continuous call for more and greater production, the need for secrecy always paramount, it became something of a problem to account for these changes and shifts which frequently seemed obscure and entirely out of line with previous demands. Sometimes this was simple, but more often complicated.

It was difficult to reconcile a cut-back on some specific item while demanding all out production in the factory around the corner. So, while these changes increased the problem for the manufacturer and oftentimes resulted in dislocations of labor, nothing was allowed to stand in the way of providing troops in the field with simpler and more effective weapons or in the purpose of giving them the best possible equipment with the greatest firepower at all times.

Some devices remained standard throughout the war but they were comparatively few. And even in those in which production changes were at a minimum, there were developments that would have been regarded as major conversions under normal peacetime procedure but which under stress and speed of wartime requirements became merely a matter of routine.

Packaging and Transportation

* This was especially true in the field of packaging and transportation. American troops were operating on far flung fronts under widely varying climatic conditions. Yet every gun, shell, bullet, or what not, had to be built to function as well in the Arctic as at the equator, and had to be packaged and shipped so that whatever its destination, whenever and wherever it arrived, it would work. Bullets were shipped in cans. Preservatives were developed for trucks, tanks and guns. Supplies were encased in sealed packs that could be immersed in snow, ice, mud, sand or sea water and still be unharmed.

If industry learned no other lesson from war, it found out how to ship goods to the far corners of the earth. Concerns which had never gone beyond domestic limits found themselves in the export field to the hilt. How valuable this knowledge gained the hard way will be in post war commerce is a matter of conjecture, but the experience should be invaluable.

While it may seem that over-emphasis had been placed on small arms and small arms ammunition production the reason is self-evident. Beginning with Springfield Armory, a string

of gun making plants extends southward along the Connecticut and west to the New York state line and includes J. Stevens Arms & Tool Company, Smith & Wesson, Colt's, High Standard, Winchester, Marlin, Auto Ordnance and Remington, to mention a few.

What is less understood is the fact that dozens of factories were engaged in making fuzes of various types, shells, armor piercing shot, bombs, pyrotechnics, mines, parachutes, powder and a host of ingenious gadgets that not only required inventive ability but also the highest type of skill and craftsmanship.

Two Factors Outstanding

Two factors in connection with Connecticut's war contribution are outstanding. In the manufacture of artillery and bomb fuzes Connecticut was the backbone of fuze production, the most important area in the United States. Without the brass shell cases from the mills of the Naugatuck Valley, the artillery program would have failed.

Although previously mentioned, no story of the state's war contribution would be complete without further reference to the brass industry. For day in and day out dependability, Scovill Manufacturing Company was a jewel of consistency. Called upon early to make brass cases, Scovill was forced to improvise and to use much old and antiquated equipment, some of it left from the last war, but even with this, so well was the task performed that the first 90 mm cartridges were produced to the required close tolerances and with the high strength characteristics required by rigid ballistic tests.

Later the company was able to acquire equipment to supplement existing lines for manufacture of cases of varying calibers, and eventually constructed a new building at its own expense for this specific purpose. This was finished in December 1943 and in January-February 1944 the Scovill Company completed a transfer of machinery and equipment that is considered an epic by ordnance.

Already operating on a three shift, seven day schedule and with greater output per square foot of space than anyone in the country, Scovill made the transfer of more than \$3,000,000 worth of equipment, much of it the heaviest type of machinery, set up new production lines and never lost a stroke. Another record was established

in producing the M54 powder train time fuze for 75 MM to 105 MM shells. At its peak, Scovill was making 50,000 fuzes, one carload, and representing 90 per cent of the national production every working day, plus a myriad of other items as well as tons of brass strip and cups.

Chase Brass & Copper Company became notable for a constantly maintained flexibility and the remarkable foresight shown by the engineering staff in acquiring equipment. It was not enough for Chase to obtain machinery for some particular contract. Almost without exception the company anticipated future requirements and by buying and installing larger presses was able to meet expanding schedules from the 75 MM through the 76 MM, 90 MM and three-inch shell cases on machinery already installed. Thus, Connecticut brass companies, Scovill, Chase, American and the others, by the end of hostilities had been responsible for more than 50 per cent and nearly five times the original expectation of cartridge case output.

Clock Industry's Record

Another manufacturing segment taken over lock, stock and barrel for ordnance production was the clock industry. Here again the record was outstanding, not only in the manufacture of completed end items, but also in production of millions of components. Contrary to the generally accepted public opinion, the making of clocks is not a highly precise operation when compared with the manufacture of the smaller components used in ordnance, but this did not deter the clockmakers.

From the beginning they applied themselves diligently to the task facing them. As a result they developed new processes that were adopted as standard by ordnance, such for instance as producing internal gears for fuzes from laminated instead of bar stock, thereby eliminating the use of large multiple spindle automatic screw machines, use of small gear shapers and considerable hand work in removing burrs and freeing the machines of which there was a definite lack for other important production.

Incidentally, Lux Clock Company of Waterbury redesigned certain recording instrument mechanisms and substituted steel which could be picked up from distress stocks, rather than the more critical brass, in order to conserve materials. This new type of

(Continued on page 25)

Purposes of the C.E.D. In Connecticut

By THOMAS I. S. BOAK, *Works Manager, Winchester Repeating Arms Co., New Haven and Connecticut Chairman, Committee for Economic Development*

MR. BOAK, who was appointed State Chairman of the C.E.D. in September to succeed Theodore Beard, vice-president of Dictaphone, practices what he preaches. He was the genius behind the planning which enabled Winchester Repeating Arms Company to start the majority of its peacetime operations within 48 hours after V-J Day, and to be employing nearly twice the company's pre-war complement of workers within two weeks after the shooting war stopped.

THE Committee for Economic Development is a private, independent, non-profit organization. It is neither an official nor a semi-official agency of the Government. It is financed by contributions from business.

In no sense does the Committee intend to act as an overall planning group. Its activities are keyed to the single purpose of raising the level of useful jobs in industry and commerce.

Its objectives are to stimulate, encourage and help individual companies in planning programs for products and markets that will enable them to reach and maintain high levels of productive employment in the post war period, and through national research to define conditions favorable for expansion of business enterprise.

It is the belief of the Committee that somehow there must be provided a job in private business, paying a living wage, for each worker in Connecticut who desires a job. If this goal can be achieved, the other problems of this post war period should be solved fairly easily. A high level of employment means a higher level of demand for goods. It is only through careful, practical planning that these ambitions can be realized. The Committee for Economic Development, working from the local or grass-root level, is endeavoring to cause each business man to do a lot of fundamental thinking on the problems of his own business. It is endeavoring to stimulate such thinking so that when he cannot continue to do that which he is doing at the present time, he will not be surprised and frustrated because he will already have developed plans for what he is going to do next. In this manner the Committee for Economic Development will assist commerce and industry in planning for



T. I. S. BOAK, Works Manager, Winchester Repeating Arms Co. and Chairman, C. E. D. for Connecticut.

higher levels of employment and productivity during the reconversion period.

Before this article appears in print, the State of Connecticut will be divided into four C.E.D. districts. District chairmen will be appointed to assist in starting, in each of the communities in his district which he thinks should be organized, local Committees for Economic Development. The district chairmen, working with the local Chamber of Commerce executives, will explain C.E.D. objectives to small meetings called in each community. Out of these meetings, it is hoped that local organizations to carry on the objectives of the Committee for Economic Development will be selected and chairmen appointed. The organizing for this work has been delayed in Connecticut, but there is no reason why the work cannot be pushed along now and valu-

able assistance rendered to industry and business and to the local Chambers of Commerce or Boards of Trade in addition. It will be pointed out at these meetings that each local committee is part of a national movement. That which is going on is under way not only in each particular community but in hundreds of similar communities all over the country. It is this national character which has made the movement so effective. Each committee will receive through its chairman much valuable information from the national office of the Committee for Economic Development. This information will explain how the job should be done, what has been done and how other communities have organized to do the job.

Industry must take community leadership if industry desires to preserve the "American way of life." We, all of us, have seen pressure groups for this, for that and for the other things—minority groups in most cases and well organized, too—using force on our legislators to do this, do that and do the other thing. These groups will force vast government and public works programs if industry falls down in providing jobs for all who want jobs. A nation employed is a nation of happiness and content. Unemployment is the canker of economics and the cancer of a social order.

Industry must take the lead in the nation in the providing of from 53,000,000 to 56,000,000 jobs. This is 7,000,000 to 10,000,000 more than before the war. The country cannot go back to pre-war days. The price the United States paid for normalcy after the first world war was the depression of the thirties. Another such experience will mean the end of the American Way. Industry must furnish the leadership to cooperation between the federal government, labor and business to bring about the healthy economic climate to allow these new jobs to develop. The Committee for Economic Development is endeavoring to spark the thinking needed to bring this about.

Fixing Your Advertising Budget

By JARVIS WOOLVERTON MASON, Wilson & Haight, Inc., Hartford

How much can you spend for advertising and expect to get your investment back with interest? How little can you spend and stay in the running with your competitors? For your business, what is the proper percentage of sales to use for advertising?

There is no "correct" percentage-of-sales that should be used for advertising in any business. The fact is that some spend more than others (see table below) but there is almost always a several hundred per cent variation *within each industry*, in the percentage-of-sales used for advertising.

The reason is that the only workable way to fix an advertising budget is to analyze the job to be done, decide with the aid of competent advertising counsel what advertising will be necessary to do that job, and then find out how much money the advertising will cost. If it turns out to be more money than you can afford, then you must tailor your ideas of the informing and selling job you want to do to fit the money you can invest.

A new product, or an established product seeking new markets, needs far more advertising, no matter how meritorious the product, than does a long-established, constantly advertised, well-known product. As a result of a technical development in World War I, a new product was introduced in 1921 that sold at 60¢. In this first year 30¢ each was spent for advertis-



J. W. MASON

ing. Result: no profit. The price was raised to 65¢—and in 1925 the advertising budget was upped to a million dollars, still at a loss. Today the product sells for less than 20¢, the advertising cost is less than 1¢ a unit, and the company, because of the tremendous volume an advertiser with courage built, turns in a very pretty profit. The advertising budget today is a little less than half the \$2 million peak it reached in 1927, and the company does a volume of more than 35 times what it did in 1921.

A noteworthy fact in that little story is that the advertiser spent a

quarter of a million dollars for advertising only *after* two years of experimenting, and testing the product and advertising and merchandising methods. With the aid of market research he definitely determined that the product was right and that a market for millions of them existed. Probably he could have rocked along for the twenty-five years increasing the advertising only as sales increased. In that case he never would have made much profit, the price would not have come down to a point where millions instead of tens of thousands could afford the product, and he would today be at the bottom instead of the top of his list of competitors—except that after ten years of losing a little every year he would have abandoned the product to competitors with more courage and imagination.

There are three basic methods of setting advertising appropriations: (1) Percentage of sales; (2) Appropriation per unit sold; (3) Task or objective method.

Twenty-five years ago the majority of advertisers appropriated a percentage of the previous year's total sales. It became obvious to some of them that advertising dealt with future business, not past, so they started estimating future sales, and appropriating for advertising a combination of a percentage of past sales and a percentage of expected future sales. Carrying the thought a little further, they realized that a procedure that included any consideration whatever of past sales was inappropriate; that the advertising budget should be determined entirely on the basis of sales during the period in which the advertising would be effective. This comes very close to the task method: determining what sales objective you can reasonably expect to achieve, and then appropriating enough advertising money to achieve it. But this amount will not, year after year, bear the same relation to total sales: the product or some aspect of it may be in a phase such that much education of buyers about it is necessary. In such a period a higher than normal percentage of sales will be spent for advertising.

The per-unit advertising method is akin to the mail order per-inquiry or per-sale method of fixing the amount

SELLING EXPENSE AND ADVERTISING EXPENSE IN TEN MAJOR INDUSTRIES

1939, Last Year of Peacetime Business						
	No. of	\$Sales	\$Selling	%	\$Advtg.	%
INDUSTRIES	Corpns.	(000s Omitted)	Exp. (000s Omitted)	Selling Expense	Exp. (000s Omitted)	Advtg. Expense
Food Products	78	2,231,205	195,226	8.75	94,023	4.21
Beverages & Tobacco	39	1,702,784	74,073	4.36	92,851	5.45
Soaps, Drugs, & Medicines	35	696,062	59,537	8.57	95,607	13.72
Clothing & Textiles	165	1,714,751	100,389	6.07	20,007	1.17
Household Equipment	63	909,026	73,678	8.10	22,022	2.45
Hardware & Building Supplies	97	960,393	89,240	9.30	14,306	1.48
Automotive & Petroleum	33	5,293,654	362,268	6.84	100,058	1.89
Metals	16	902,690	20,404	2.26	3,768	0.42
Industrial	74	3,779,147	152,450	4.04	11,964	0.37
Machinery	45	1,426,109	187,287	13.12	28,289	1.98

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

JOHN F. DEMENT has been appointed manager of the international division, Wassell Organization, of Westport, manufacturers of "Productrol" visual control systems and other office equipment.

Before joining the Wassell Organization, he was export manager and regional sales manager of the Dictaphone Corporation of New York and Bridgeport.

Mr. Dement's export sales work covers a period of 25 years, during which time he has travelled extensively throughout the world selling the products of American manufacturers.

★ ★ ★

THREE APPOINTMENTS TO executive positions have been announced by T. A. D. Jones & Co., Inc., of New Haven. Joseph P. Crowley has taken over the post of vice-president in charge of sales; George Rossen, vice-president of the coal division, and T. A. D. Jones, Jr., as vice-president of the fuel oil division.

★ ★ ★

ROBERT WATKINSON GRAY of 54 Huntington St., Hartford, one of the founders and first president of the Gray and Prior Machine Company, died recently at his farm in New Hartford. The company which he helped

establish in 1876 manufactures marine engines and small machine accessories. He was active in the business until this year when he was elected chairman of the board. Succeeding him in the presidency is his son, Robert W. Gray, Jr.

★ ★ ★

THREE DISTRICT MANAGERS have been appointed by E. Ingraham Company of Bristol, whose plant now is rapidly getting into production of watches and clocks, the latter both spring wound and electric.

Howard S. Cubberly has been placed in charge of the New York District with headquarters in New York City. He has been connected with the company for many years.

Arthur West has taken over the St. Louis District with headquarters in that city. He formerly was district manager for Warren Telechron Company in the same territory.

Eugene F. Carr has been given the Southwest District with headquarters in Dallas, Texas. Mr. Carr formerly was associated with Ingersoll-Waterbury Company in the same district.

★ ★ ★

THE HOUSE Ways and Means Committee has been requested by the Small Business Committee of the

House of Representatives to hold early public hearings on the taxation problems of small business in a report which recommended a broad program of tax adjustment legislation designed to aid the nation's small firms in their reconversion problems.

Congressman Wright Patman of Texas, chairman of the Small Business Committee, in a letter to Chairman Robert L. Doughton of the Ways and Means Committee, recommended as some major points:

1. That flow of investment funds to small firms be stimulated by incentive legislation.

2. That consideration be given to a proposal allowing small firms a greater plow-back of earnings for the next few years than is now permissible.

3. That small firms be given some form of accelerated depreciation on purchases of plant and equipment in considering their taxes to aid them during the reconversion period.

★ ★ ★

NEW ENGLAND has been told by James P. Selvage, head of the New York public relations firm of Selvage and Lee, that this region is lagging far behind New York and western areas in the matter of public relations firms. He said the number being set up in New York is so great that the telephone directory there will have to be expanded to list them all, but that to the best of his knowledge New England has few of note.

Mr. Selvage expressed his views at a recent meeting in Hartford of the Industrial Advertising and Marketing Council at which he pointed out that the country is moving into an era which will see men selected for the presidencies of large corporations because they are public relations minded, rather than because they are strictly business men.

"By that I do not mean companies are going to put men like me at their



Merry Christmas

This is to greet our friends, wherever they may be, and to wish for them a joyous extension of the Christmas spirit throughout the coming year.

ROBERTSON
PAPER BOX COMPANY
MONTVILLE, CONN.
NEW YORK OFFICE
4201 KINGTON
AVENUE

INDUSTRIAL ADVERTISING

is the tough, coldly analytical science of creating and selling to industrial markets. There's no place for frills and pretty headlines; engineers want facts not floss. It's the business of making every word and dollar bring concrete results—by knowledge, not by guesswork or luck.

TECHNICAL KNOWLEDGE

is absolutely essential. You wouldn't keep a salesman who didn't understand your products; your advertisement is just as much a salesman, and the men who prepare it must be engineering-trained with broad technical knowledge to state facts accurately and clearly, the way the reader wants them.

CLEAR, CONCISE COPY

Whether an advertisement, catalog, or mailing piece, you're talking to technical men who demand that you "get to the point." It's the technical facts that sell industrial products—sledge-hammer, not featherduster, copy written in a clear, concise and logical manner is the scientific approach to industrial sales.

BROAD FACILITIES

With every facility to handle every phase of your work, the recognized industrial advertising agency in Southern Connecticut, with engineering-trained men specializing on industrial accounts, is

the
**PRODUCTS
RESEARCH**

company
STAMFORD, CONN

heads because we practice public relations as our profession," he declared, "but I mean they are going to promote to their head places men with a public outlook, who can keep their companies out in front of people, men who instinctively think in public relations terms."

★ ★ ★

AN EXCELLENT sales promotion booklet, showing Ponemah Mills continuing in the postwar period as a leading textile organization, has been issued by the Taftville company and contains the announcement of a new line known as "miracle fabrics."

Speaking of the new line the booklet declares:

"These new fabrics are spun and woven of the finest rayon fibres ever used in the production of fashion fabrics. The fibres are actually one-third finer than standard rayon fibres. They are finer than the finest silk fibre—finer than human hair. One pound of miracle spun yarn contains over 28 miles of this high tenacity rayon. . . .

"Ponemah's new materials are actually the strongest spun rayon fabrics ever produced by a fine goods mill. So fine are these cloths that they are featured as fabrics "Thru a Ring"—the test of fine quality. The success of Ponemah's new developments has been instantaneous—a miracle—a forecast of fabric wonders to come."

★ ★ ★

A SMALL BOOKLET, "You and Allen," a guide to factory working conditions, has been published by Allen Manufacturing Company of Hartford for distribution to employees.

In part, the booklet states:

"As an employee you have a vital stake in the prosperity of the business, no less than the stockholders and managers. That stake consists of your job security and family welfare. Without your loyalty and cooperation management must fail. With it the interest of all—stockholders, manager, worker and customer—will be satisfied."

★ ★ ★

WALTER F. SKILLIN of New Britain has been elected president of Union Manufacturing Company of that city, succeeding the late Carl S. Neumann. Mr. Skillin has left his post as vice-president in charge of engineering at Great American Industries in Meriden to assume his new duties.

H. H. Wheeler, treasurer of Union Manufacturing, and Carl S. Mueller,

secretary, have been re-elected to those positions. One new post, that of assistant secretary and assistant treasurer, has been created and Nels B. Lagerlof of New Britain, an employee of the company for 24 years, has been appointed to take over the new duties.

Mr. Skillin, a native of Bennington, N. H., who studied at Massachusetts Institute of Technology, was associated with General Electric, Fafnir Bearing, Chandler-Evans Company, and Great American, before being elected to his present post.

★ ★ ★

RUSSELL PORTER, reconversion editor of the New York Times, who, with 20 other newspapermen, recently inspected 50 industrial plants in 20 cities from coast to coast, has this to say:

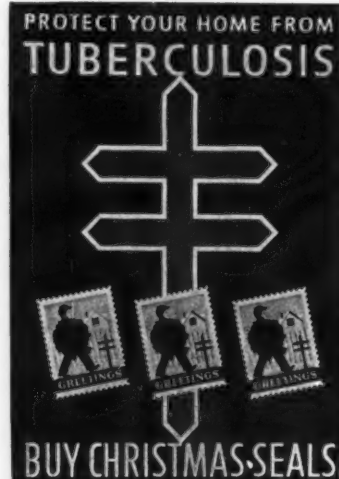
"By and large the business and industrial managers interviewed on this trip have been highly optimistic over the prospects for quick and successful reconversion and a sustained postwar prosperity based on full production and employment, unless the present wave of strikes and labor disputes broadens into widespread and prolonged interruption of production."

★ ★ ★

DIRECTORS of J-B-T Instruments Inc. of New Haven have elected three additional officers, as follows:

R. L. Triplett of Bluffton, Ohio, president of Triplett Electric Instrument Company, first vice-president; Phillips Stevens, New Haven, vice-president for sales and public relations, and Eric Ericson, New Haven, assistant treasurer.

Mr. Stevens attended local public



schools, and was graduated from the Taft School, Watertown, in 1932, and from Williams College in 1936. He received his master's degree from Middlebury College in 1942. For seven years he was a department head at the South Kent School, South Kent, then joined the J-B-T in 1943 as personnel director and assistant to the president.

Mr. Ericson came to J-B-T in 1940 with a background of 20 years of experience in electrical instruments. He was associated with the Jewell Electrical Instrument Co. and Simpson Electric Co., both of Chicago, then briefly with Triplett in Ohio. He was appointed superintendent at J-B-T in 1942, and in August, 1945, named chief of the research and development section.

Mr. Triplett, one of the J-B-T founders, served as president for a few months in 1939-40, and since has been a member of the J-B-T Board. His company in Ohio is one of the principal manufacturers of electrical instruments and testers.



BULLARD COMPANY of Bridgeport has made public the development of three new machines which, it is anticipated, will exert as profound an effect upon American mass production as the first Bullard machines which helped bring automobile ownership within reach of practically everyone.

Two of the machines have a revolutionary control mechanism which makes it possible for even an unskilled operator to perform even the most intricate machining operations. The third is a positioning machine which eliminated the use of the jigs that are used to guide a drill in the piercing of metal.

One of the machines, a Bullard man-au-trol, vertical turret lathe, recently was used in a public demonstration. The audience gasped when an operator turned power into the machine, then stepped aside while the lathe ran itself through an intricate series of machining operations.

The machine chose its own tools in successive operations, speeded up or slowed down its revolving table on which the work was being machined, completed every cut within a ten-thousandth of an inch, then shut itself off.

E. P. Bullard III, son of the company's president and inventor of the man-au-trol device, told his audience

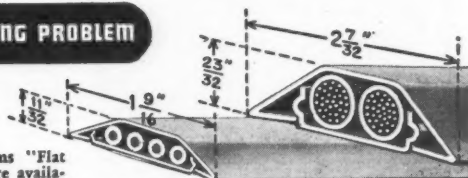


When this happens . . . as it does every day in busy office buildings . . . will there be costly delays and confusion in re-connecting telephone, communications, and light and power services to desks? Not if you install "Pancake" . . . the Wiremold Overfloor Wiring Systems designed for just this purpose.

PANCAKE SOLVES THE WIRING PROBLEM

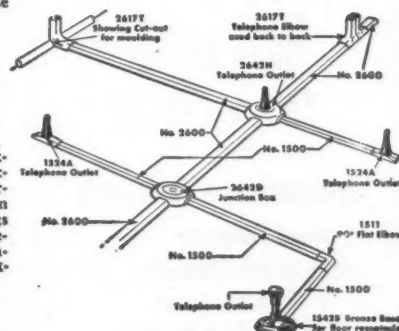
PANCAKE

"Pancake" Overfloor Wiring Systems "Flat as a pancake; strong as a bridge" are available in two sizes, No. 1500 with a capacity of 4 No. 12, and No. 2600 with a capacity of 2 26-pair telephone cables. Together, these two sizes of raceway and their fittings permit complete, efficient, and speedy layout of wiring for all telephone or power and light service needs. Additions, extensions, changes are made with time- and cost-saving facility.



AND HERE IS HOW IT IS DONE

Base of Raceways is provided with screw knock-outs for easy installation. Slip-joint connections to fittings insure electrical bonding. Wiring is laid in and cover sections snapped on to complete installation. Raceways and Fittings are designed to meet telephone company requirements. Write for bulletins describing installation and use. The Wiremold Company, Hartford 10, Connecticut.



1524 Telephone Outlet



1542B Receptacle Base



1542D Junction Box



2642D Junction Box



2642H Telephone Outlet



**THE WIREMOLD COMPANY,
HARTFORD 10, CONN.**



2617T Telephone Elbow



STEEL

Shop Stools
IN STOCK

Immediate Delivery

- Wood Furniture
- Storage Cabinets
- Transfer Cases
- Chairs & Desks

Complete
Executive Furniture
by
Doten — Dunton

BARNEY'S
450 FRONT STREET
HARTFORD 5, CONN.
7-8129

the machine would turn out exact duplicates indefinitely of any part it was set to machine.

E. C. Bullard, vice-president and general manager, said:

"This new control means that American industry will be able to produce more things cheaper. It will, we hope, be a vital step toward again raising the standards of living and, in itself, create more leisure and supply more of the comforts to everyone."

★ ★ ★

AMERICAN METAL HOSE BRANCH of The American Brass Company, Waterbury, was honored at the annual Direct Mail Advertising Association convention held recently at Hotel Roosevelt, New York, when the company received special recognition in the form of the prized DMAA award for the year's most outstanding industrial direct mail campaign. The winning entry was also picked as one of the "50 Direct Mail Leaders" from the largest number of United States and Canadian entries in DMAA history.

According to Carl E. Woodward, assistant manager in charge of sales promotion, the campaign, which consisted of a series of six mailing pieces plus supplementary literature and engineering data, was most successful in

reaching its objective of selling designers on specifying flexible metal hose and tubing, made by American Metal Hose, in the blueprint stage. Theme of the campaign was "Get It 'Right' from the Start." "The factors which designers would normally consider important, such as space saving, attractiveness of appearance, simplicity of installation and a minimum of maintenance attention resulting from the selection of our products were stressed through the campaign," Mr. Woodward stated.

18,000 industrial designers received the mailings and more than 3,000 inquiries, calling for additional literature and information were developed.

The fifty leading entries will soon start a tour of the country and will be displayed before advertising groups in major cities. The exhibits will then be placed on permanent display at universities selected by the DMAA board of governors.

★ ★ ★

L. F. KUMMEL, who has been associated with General Electric for 18 years, has been appointed sales manager, underfloor distribution systems, of the conduit products division of General Electric in Bridgeport, it has been recently announced by D. J. Murray, division manager.



CARL E. WOODWARD (left), assistant manager in charge of sales promotion, American Metal Hose Branch of The American Brass Co., Waterbury, and William R. Greenough, display DMAA plaque for year's most outstanding industrial direct mail campaign. Mr. Greenough of The Taylor & Greenough Co., Hartford direct advertising specialists, assisted Mr. Woodward in planning and producing the campaign.

W. L. MAXON CORPORATION of New York has acquired by lease, with option to purchase, the plant formerly occupied in Taftville by Hamilton Standard Propellers Division of United Aircraft Corporation.

The Maxon corporation will make the plant its headquarters for electro-mechanical manufacturing. Products will include instruments and precision equipment for the peacetime Army and Navy as well as a complete line of equipment for its new food division.

The latter division will include Maxon whirlwind ovens, airplane galleys and special equipment to be used by railroads, restaurants and others who will install the Maxon food system as soon as it becomes available.

Machinery will be moved to the plant early in December, with production scheduled to start by Jan. 1. It is planned to start production gradually and have between 500 and 1000 persons working by the end of 1946.

★ ★ ★

NET PROFITS of \$186,067 for the 16 week period ending Aug. 12 and net profits of \$485,856 for the year to that date, after provision for Federal taxes, had been reported by Graham H. Anthony, president of Colt's Patent Firearms Manufacturing Company in a report to the stockholders.

Current assets of the company on Aug. 12 were \$15,315,879 contrasted with \$20,558,813 on Jan. 1, including \$4,269,342 in cash on Aug. 12 compared with \$4,277,890 on Jan. 1.

Current liabilities were figured at \$7,063,621 on Aug. 12 and \$13,156,436 on Jan. 1. A "V" loan which on Jan. 1 stood at \$11,000,000 has been reduced to \$5,000,000.

Surplus was \$4,093,122 compared with \$3,607,265 at the first of the year. Marketable securities of \$2,132,497 contrasted with \$2,189,567 on Jan. 1. Working capital Aug. 12 was \$8,252,258 and \$7,402,377 on Jan. 1.

Sales for the 16 week period were \$8,914,023 and for the 32 week period \$21,083,578. A substantial portion of the inventory shown in the statement at \$6,251,987, will become the subject of termination claims against the government.

A claim has been filed with the government for refund of 1942 Federal taxes on income, based upon carry-back provisions of the Internal Revenue Code. It is estimated that approximately \$3,000,000 will ultimately be refunded under the claim.

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In his report, President Anthony stated "The sudden termination of the war resulting in the termination of all government contracts presented the Colt company with the problems of returning to its peacetime products and the developing of other products which may be successfully marketed in a period of keen competition. Any question of operating at a profit must, in the opinion of the management, be subordinated for a period until the larger consideration dealing with the preservation of the enterprise has been successfully resolved.

"The program of peacetime products and the building and tooling to carry out such a program is now absorbing the attention of the company. It is the intention of the management to advise our stockholders and our employees at reasonable intervals of the progress of the company."

★ ★ ★

WILLIAM G. PARK of the Angus Park Woolen mill at Hanover was re-elected president of the Norwich Manufacturers Association at the recent annual meeting. Charles F. Watkins of the U. S. Finishing Co. was re-named vice-president and Warren G. Staples of the Thermos Bottle Company, secretary and treasurer.

L. W. Lord, Plastic Wire and Cable Co.; V. O. Robertson, Ashland Corp., Jewett City, and John E. Tobin, Ponemah Co., were chosen directors for three year terms.

★ ★ ★

STANLEY CRUTE, State OPA Director, recently took exception to claims he said had been made by some Connecticut manufacturers that OPA pricing policies are impeding reconversion to peacetime production by disallowing adequate profits.

Mr. Crute said that it was admittedly difficult to obtain workers at 85 cents an hour when they had been making \$1.30 an hour in war-time but OPA had set prices so that no manufacturer will be forced to operate at a loss and through its "general rescue" pricing policy, OPA can assure that any manufacturer will at least break even.

Mr. Crute continued that Connecticut manufacturers, unless they get busy pretty soon, will lose their markets to manufacturers such as Henry Kaiser. OPA regulations were formulated after intensive industry-wide surveys of labor and material cost factors. Only 20 of 150 companies en-

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gaged in reconversion have asked for price adjustments on their products. Price factors are being computed as rapidly as possible on those products for which no price has, as yet, been determined.

★ ★ ★

NEW BRITAIN "War Babies" estimated to number about 50, which sprang up during the war in a race to out-produce the Axis, are now seeking peace-time products for the post-war period. Some of the larger firms will continue in tool and die work. As far as can be learned none of these plants has, as yet, gone out of business.

★ ★ ★

GOVERNOR BALDWIN, in a recent address before the members of the New Haven chapter, National Association of Cost Accountants and the National Manufacturers Association at New Haven, declared that the per capita value of industrial production in Connecticut during the war was the highest of any state in the Union.

The Governor asserted that the peace time leaders will find themselves indebted to the State's well-planned councils and planning commissions, some organized in 1943. He spoke of the State's public works building program and of the Connecticut Veterans Reemployment and Advisory Commission organized in 1943 which is not another new instrument, but the coordination and use of all existing state agencies for the placement and training of our veterans, urging those wherever possible to continue their education that Connecticut might continue its leadership in industry.

Governor Baldwin was introduced by Franklin R. Hoadley of Farrel-Birmingham Co. of Ansonia.

★ ★ ★

THE NEW HAVEN Safety Council recently presented honor awards, emblematic of the lowest plant accident records in the council's first inter-plant accident contest to Berger Brothers, the Newton-New Haven Company, New Haven Trap Rock Company and Hoggson Pettis Company. The awards were presented by Edgar Bower, health director of the Sargeant Company.

Chairman of the executive board, National Safety Council, Ray J. Reiguluth said, "There were 25 per cent fewer accidental deaths in this city in 1944 than there had been on an average for the past six years. Total injuries

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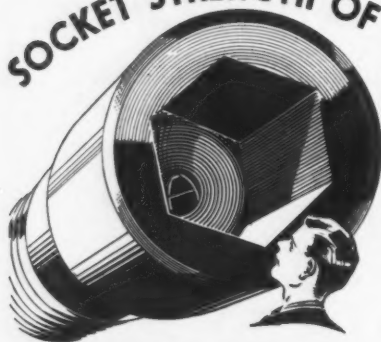
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HARTFORD, CONNECTICUT, U S A

have also been reduced from 15,000 a year to 11,000, and the cost of accidents has been reduced from \$5,000,000 to \$4,000,000. The City of New Haven has saved a million dollars and 25 human lives in this past year as a result of greater activity in safety in this community."

Lincoln H. Lippincott will serve as the new manager succeeding Clarence W. Cowling, who has resigned. The meeting was presided over by Floyd Newton, president of the New Haven Safety Council.

★ ★ ★

THE VERPLEX COMPANY of Essex, peace-time manufacturer of lamp shades, was recently awarded the Army-Navy "E" for three years of war production of incendiary bomb clusters. Mrs. Helen Schneller, president of the firm, received the award which was presented by Major D. J. Chimimiello, executive officer of the Boston Chemical Warfare Procurement District.

Within two days after VJ-Day, the plant was reconverted to lampshade manufacture and practically the entire war-time force of 200 has been retained.

In presenting the award, Major Chimimiello said that the company produced 81,000 bomb clusters without a single rejection.

A letter from Major General William N. Porter, chief of the Chemical Warfare Service to Mrs. Schneller contained a special salute to Verplex women war workers. It read: "The fact that your sex was so well represented in Verplex management and operations is further proof that women should be proud of their important role in winning the peace."

★ ★ ★

NOTHING LESS than a postwar volume of business from 30 to 50 per cent higher than the prewar maximum will maintain high employment levels in both distribution and production essential to prosperity, the United States Chamber of Commerce warned recently.

It urged retailers, wholesalers, and other American businessmen engaged in distribution to gear themselves to that increase. A chamber's report said that success in finding markets for the increased volume of goods will

measure the continuity of employment of millions of production workers.

Much of the responsibility for stepping up sales will fall upon advertising and sales promotion. The miracle of production that has already taken place in our factories must be supplemented by a miracle of distribution.

★ ★ ★

G. M. RUSSELL, senior vice-president of Curtiss-Wright Corp., has returned to his position as president of the Russell Manufacturing Company of Middletown. He has been on a leave of absence from the Russell Company since 1941.

★ ★ ★

FREDERIC G. HUGHES, general manager of the New Departure division of General Motors in Bristol recently announced that Robert T. Collins, labor relations director, has been appointed director of personnel for the division.

Mr. Collins, whose home is at 49 High Farms Road, West Hartford, came to New Departure five years ago. Before coming to New Departure, he was an educational and vocational psychologist for the Wethersfield Board of Education. He received a civil engineering degree from the University of Pennsylvania, a law degree from the University of Connecticut Law School and a master's degree in vocational psychology and a doctor's degree in industrial management and vocational psychology from Boston University.

★ ★ ★

EDWARD J. MacEWAN has resigned as executive vice-president of the New Haven Chamber of Commerce to become executive business director for the American Cancer Society.

★ ★ ★

SEVERAL ORGANIZATION CHANGES, occasioned by the retirement of two Connecticut Light and Power Company executives, will become effective on January 1, 1946.

Abner C. Bristol, manager of the power company's Essex district will succeed Walter P. Schwabe, who is retiring, as manager of the Northern

district. Gilbert J. Williams, Eastern Division engineer, will be Eastern Division manager, replacing H. D. Larrabee, who also plans to retire.

B. H. McElhone, at present the company's New Britain manager, will succeed Mr. Bristol at Essex and Hugh T. Corcoran, electrical distribution engineer will replace Mr. McElhone in New Britain.

★ ★ ★

ELLSWORTH S. GRANT, vice-president in charge of industrial relations at Allen Manufacturing Company, in a recent Hartford address, said "the one hope for reconciliation between management and labor is more good will, the priceless dividend of mutual honesty, tolerance and collaboration."

A company must understand, he said, that unionism "is as natural a part of our democratic system as the corporation. The desire of employees to organize is not a sign of disloyalty nor necessarily the result of inept or unjust management."

When employees in a plant move to organize, the management should not interfere, he held, adding that "collective bargaining should be a two-way process of establishing wages, hours, and other working conditions through fact and persuasion rather than force."

Reconversion

(Continued from page 10)

prices. To get together to bargain collectively, the automobile companies would have to delegate to some group or organization the power to bind them individually on wages, hours and working conditions. Elsewhere this has resulted in organized employers and the organized unions jointly seeking production and price control. This is true in England and it is true in our coal industry and elsewhere in this country. Industry-wide collective bargaining has proved a big step in cartelization.

We are confronted with the perplexing situation where centralized unions are growing vastly more powerful than decentralized employers. According to I.N.S., Walter Reuther said recently that the planned union blockade to enforce its demand would "wreck the business of any industry"

affected by it. Under these circumstances, it is easy to understand why this question about the companies getting together is asked.

The second part of the question is: "Why don't the automobile companies get together to fight the unions?"

There not only is no desire on the part of the automobile companies "to fight the unions" but there is positive belief that our economic progress will be ended and the attainment of new job and wage levels blocked if we fail to develop a basis on which collective bargaining can work, the mutual interests of unions and management can be accepted and the separate responsibilities of each can be recognized. . . .

It was the industry's viewpoint that "there are only three possible courses union-management relations can take:

"1. A continuation of the past pattern of management-union disagreements which would mean more strikes and stoppages and further reductions in productivity;

"2. Achievement of union objectives, either through the intermediate step of industry-wide collective bargaining or in the direct substitution of a centrally-managed economy for our present competitive system;

"3. Adoption of the recommended national labor policy to establish cooperative labor-management relationships on a voluntary basis that would perpetuate a free and competitive industrial system."

"How can the essential management-labor cooperation and teamwork develop?"

Baseball is our national sport; football is our No. 1 college sport. Good teams are characterized by individual skill subordinated to superb team play. Competition determines champions. Individual skill subordinated to team play and measured through competition is the something which has made America the richest and most powerful nation on earth.

Each industrial enterprise, each company, is a team in some industry league. In the past, certain team members have put their loyalty to their fraternity ahead of their loyalty to the team.

No one has explained how decentralized industry can bargain collectively with centralized industrial unions without losing the individual freedom and responsibility on which competitive enterprise is based. . . .

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STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1945.

STATE OF CONNECTICUT
COUNTY OF HARTFORD

Before me, a Commissioner of the Superior Court, in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication, for the date shown in the above caption, required by the Act of August 24, 1912, embodied in Section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Editor L. M. BINGHAM
Publisher MANUFACTURERS' ASSOC. OF CONN.
Managing Editor N. W. FORD

2. That the owner is the Manufacturers' Association of Connecticut, officers of which are as follows:

ALFRED C. FULLER, President, 32 Colony Rd., West Hartford.
JOHN COOLIDGE, Treasurer, 21 Forest Hills Dr., West Hartford.
N. W. FORD, Exec. Vice President, 205 Auburn Rd., West Hartford.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of bona fide owner; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, and other securities than as so stated by him.

L. M. BINGHAM,
Editor.

Sworn to and subscribed before me this 1st day of October, 1945.

FREDERICK H. WATERHOUSE,
Commissioner of Superior Court.

When, at the end of the Nineteenth Century, the American people were confronted with a vast network of strangling monopolies in the fields of railway transportation, meat-packing, food processing, steel-making and oil-refining, the measures which the people took to break those strangle-holds did not destroy the affected industries. On the contrary, those measures created the necessary ground-rules that enabled those industries to render greater public service than they had ever been able to supply without those rules.

"What is automotive management's primary obligation to the public?"

The automotive industry believes its primary obligation is to put the public interest ahead of everything else. The public interest, or national interest, is the industry's interest. You might call this selfish enlightenment, for of course the public is the buyer of automobiles.

The manufacture, distribution and use of motor vehicles provided one job out of every seven before the war. This was because automotive management organized mass production for the masses, not for any class or classes. We believe this is in the public interest. We know it cannot continue if customers, workers, owners—the public and the government—fail to realize how this ability to organize, to manage, is being shackled.

The second question is:
"What is management's primary obligation to labor?"

Management's discharge of its obligation to workers is being thwarted by a widespread and growing misconception of the source of wages. Wages come from production and production results from customer demand. Customer demand depends upon need and cost. Cost depends primarily upon productivity. Productive output of the things people want is the source of wages. Labor and customers must join with management in seeking increased productivity if the job and wage goals of America are to be realized. This is nowhere more true than in the automotive industry.

May I emphasize, in conclusion, that:

1. No effort is being made by the industry, or any automobile company, to destroy unions. On the contrary, sincere efforts are being made to develop a basis on which cooperation and mutual helpfulness can expand our dynamic economy.

2. Industry-wide agreement on wages and hours inevitably leads to industry-wide agreement on prices and production.

Such agreement would be a dangerous first step toward an employer-employee conspiracy against the consumer. That is not only illegal in this country, it is morally wrong. It is contrary to every standard of socio-economic good that has been proved sound and become traditional in this country.

It is, in a word, un-American. To take this step would be to encourage in this nation the growth of that very evil against which this nation has just waged the most destructive war in all history.

Advertising Budget

(Continued from page 14)

used for advertising. In order to use this method you have to know how much advertising pressure is needed to sell a unit, or to get an inquiry and, in the latter case, how many inquiries are needed to make one sale.

So setting the advertising budget is not primarily a function of an executive committee gathered around a table. It requires knowledge, and knowledge as of *now* not five or ten or twenty years ago, of who the prospects are, where they can be found, why they need your product or service, how much they can spend for your product or service, and what their attitudes are toward that product or service. Having done that basic sales analysis and market research, you can set a sales objective—provided, of course, that you have or can build the sales organization.

Having worked with you in the development of all that data, your advertising counsel can now go to work and determine how much advertising is necessary, where, and what kind, to influence the number of the right people and crystallize the opinions required for the sales objective. Only when this has been done can the cost be found.

Only rarely can advertising of a new product, or of an established product among people who haven't used it before, do the job of which it is capable during the first year. In the case previously cited, the product was completely revolutionary, and it took

ten years to hit the steady acceleration of sales that still continues. Most new products will not take that long, or half that long. But set your sights for three years, anyway.

On the other hand your budget must be flexible. Special national or regional competitive situations will arise that will require additional advertising pressure of a particular kind. Each quarter your executive, sales and advertising staffs should formally consult to determine whether any such situation has arisen, where, and what can be done about it. While a new advertising project will not pay a profit at first, methods can and should be adopted which will give you some shorter-term indication of whether it is doing its job. These might be inquiries, reactions from sales force and dealers, periodic opinion polls among customers, prospects or the general public, or inventories of typical samples of stocks in your type of product held by buyers or dealers. One important indication is how many of the right people, or how many *more* of the right people, are seeing and reading, or hearing and remembering your advertising. This is another poll technique on which your advertising counsel can help you.

The smaller units of an industry must almost invariably spend a larger proportion of total sales for advertising than the larger units. A unit of the electrical appliance field with a hundred million dollars a year in sales might spend one per cent: a million dollars a year. A smaller unit with only five million dollars in sales, and

not attempting to reach or serve the broad market of the big unit, may well, and advisedly, spend five per cent of sales, or \$250,000. The five per cent sounds big, but it's only a quarter as much money.

Among other things, you can't afford to let your competitors outshine you in the minds of people among whom you expect to get an equal or larger share of the sales. This doesn't necessarily mean that you have to spend more money in the same advertising media that they use. You may have a more appealing selling idea or advertising approach.

Before you try to set your advertising budget, find out what the prospects like so you can give them more of it, and find out what they don't like so you can give them less of it. And never forget that the inherent merit of your product is of no importance by itself; what counts is how many of the right people know about and recognize that merit.

The Story Behind Victory

(Continued from page 12)

construction was approved to use the steel plate design, and as a by-product, the company found the substitution can be applied to peacetime production noting that "the most gratifying condition applying to this substitution of material is the fact that the clock itself is actually better by reason of the change, and in normal times will

cost somewhat less to produce since less man-hours are required for the processing of the clock plate."

Lux Clock concentrated much of its production effort on the gear set for general purpose bomb fuzes of which it was the only supplier, and turned these out at a rate of 35,000 daily. E. Ingraham of Bristol originated and developed a process of shaving plates for mechanical time fuzes which became standard, and New Haven Clock Company of New Haven shared in the overall developments and refinements which were applied to every type of bomb fuze from the 100 pound bomb to the two ton block-buster.

Other Fuze Makers

Other concerns which went all out in the fuze programs were Benrus Watch Company of Waterbury, William L. Gilbert Company of Winsted, U. S. Time Corporation of Waterbury, Norwalk Lock Company of South Norwalk, Atlas-Ansonia Company of New Haven, Casco Products of Bridgeport and Wallace Metal Products Company of New Haven.

U. S. Time centered largely on artillery and flare mechanical time fuzes, first for the British, which were continued from the earlier days to the end of the war, and later on similar fuzes which were modified by joint effort into types of Anglo-American design. Norwalk Lock produced fuzes for the 100 pound chemical bomb and for fragmentation bombs and point detonator delay fuzes came from the lines of Norwalk, Casco and Wallace

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NOW, when you are utilizing every available facility for all out conversion to civilian production, it is not easy to find time to reestablish vital management controls necessary to maintain prewar profits.

Yet, if you are to be ready when civilian competition really begins, you must prepare now.

Many manufacturers are doing just that today by revitalizing their marketing program—developing scientific sales expectancies and sound sales incentive plans, recruiting and training of salesmen, analyzing and developing additional markets for new and old products.

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PLOCAR ENGINEERS

Metal Products, with Atlas-Ansonia building bomb nose and tail fuzes.

All this sounds simple in narration, but it was far from simplicity in performance. For instance, in the winter of 1943-44, Norwalk Lock found it necessary to expand its facilities to meet contract commitments. To erect a building was not too difficult and eventually the needed machinery was obtained and set up as construction proceeded. Unfortunately steel sash could not be had and despite superhuman endeavor on the part of company officials and every government agency the deficiency could not be remedied.

The company had the orders, the plant and the machinery together with the raw materials and labor. The Army wanted the fuzes. So, despite near zero blasts that coursed through the gaping window space production began with workers bending to their machines swathed in winter woolens, overcoats and wearing mittens and gloves. This is only a sample of what happened, somewhat extreme perhaps, but indicative of what industry did in meeting and overcoming obstacles.

"Butterfly" Bombs

One of the major production items in which the clock companies figured prominently was the four pound fragmentation bomb, known in ordnance circles as the "butterfly." Bombs of similar type were used also by the Germans, and either for or against were highly devastating. They were designed as anti-personnel weapons and as an immobilizing agency for various types of military installations. Hundreds could be carried by a single plane and could be armed by vanes which checked their descent on release. Little larger than a grapefruit, they packed a decisive wallop and were extremely effective.

Butterflies could be used either as an offensive or defensive weapon and were turned out in vast quantities with the bulk of their internal mechanisms coming from Connecticut. They were used until the closing days of the war when, so rapid was American offensive progress, they became fully as dangerous to our troops as to the enemy, especially in taking over newly captured air fields and other objectives. Dropped in bunches and scattered widely, they were not a toy to play with or to be treated disdainfully.

Primers, boosters, delay plunger assemblies and components for almost every conceivable type of ammuni-

tion poured from Connecticut industrial plants. Obviously, it is impossible to name all, or in passing reference to cover their individual stories completely. But there are some whose contribution cannot be dismissed lightly.

Bruner-Ritter and Bridgeport Metal Goods Manufacturing Company of Bridgeport were major sources of primers for artillery ammunition, and Holst Inc., of Milford was a source of sub-assemblies and delay plunger fuze assemblies, and in connection with Bridgeport Metal Goods it is worth while to note that in three and one half years it built up a reputation for dependability that earned national acclaim. In its production of artillery ammunition primers it never missed a schedule and its prices were among the lowest in the country.

Aerial Bomb Parachutes

Another notable item produced by Connecticut manufacturers was the parachute developed by Cheney Brothers of South Manchester, for aerial bombs, a device that made low altitude bombing, such as the raid on Ploesti, for example, possible. Until the parachute bomb came into use, low altitude bombing had been regarded as feasible, but also highly dangerous. The use of parachute bombs did not minimize the hazard, but it permitted low level attack and supplied the time interval necessary to prevent disintegration of the plane in the resulting explosion.

Pyrotechnics came in a continuous stream from the factories of M. Backes & Sons Inc., of Wallingford. Some of Backes' more spectacular items were the flare signal fired by blank cartridge from a rifle and attaining a height of 640 feet where it exploded in color, the parachute flare and the aircraft flare signal for use in aerial flight. These were highly specialized and demanded the utmost in pyrotechnical skill and exactness in manufacture.

Still another product about which little was known other than in the immediate neighborhood of its production was magnesium powder produced by Pulverized Metals Corporation in Centerbrook. This was used in tracer bullets and involved a new principle in manufacture, simple, but a tribute to Yankee inventiveness. Instead of the conventional process which produced powder in flakes or grains, the magnesium was blown into a tank of inert gas where it solidified

in pellets, after which it was screened for size. Highly efficient, the need for this powder was imperative at one stage of the war effort but it was something of a problem to convince prospective employees that a plant devoted to this type of explosive powder making was more important than a highly profitable run of shad in the nearby Connecticut River.

Heavy Shell Program

One of the peculiar developments of Connecticut's wartime effort was the introduction of the heavy shell program, entirely new to industrial plants of this area, and a type of munitions which it had always been considered unprofitable to attempt with any hope of success. Heavy shells had been regarded as product especially adapted to the steel centers of Pennsylvania and the central states, and procurement had been based upon that assumption. They had not been produced in New England in World War I, there was no yardstick of measurement available and it was not until every other possible source of shell production had been combed that New England had a chance to show what it could do.

It can be said, quite frankly, that Ordnance Department officials in Washington were somewhat skeptical at ability of the Springfield District to find sources of supply among its industrial facilities. However, the emergency existed, all previous demands had been met, and upon assurance of SOD Ammunition Branch officers that production sources could be found they were allowed to try.

Ordnance District officers were not playing a hunch exactly. They had gained great respect for the ability of Connecticut industry to do almost anything. Their experience with the brass mills in producing cartridge cases far beyond expectations and a record made by Andover Kent Aviation Corporation in Middletown in making armor piercing shot, both solid and high explosive, made them think that large caliber shells could be made successfully. They felt if small arms ammunition from shot shell through 20 MM could be made, there was little reason to believe larger calibers could not follow.

Andover Kent had gotten into production making armor piercing shot early in the war, first turning out two

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and six pounder shot for the British. These corresponded to the American 40 MM and 57 MM projectiles. The company also turned out 37 MM armor piercing shot for the Dutch and the Americans. These shot were of the mono-block type and in the course of time became standard for the country, with all other manufacturers of similar shot being required to fire in proving ground tests against Andover Kent production.

Further, Andover Kent had gone beyond anything the British had been able to do in perfecting an armor piercing, high explosive, type of shot, a missile vitally needed for anti-tank warfare, but something the British had not attempted because their experiments in this direction had failed and they believed it could not be done. However, the Middletown concern refused to concede the fact, and eventually were successful, so much so in fact, that not only was the principle applied to the smaller calibers but to the 90 MM as well, and it is worth while to note that in the stepped up ammunition program immediately preceding V-J Day, Andover Kent held large contracts for making 20 MM shells which had been added to

their already heavy production.

Another indication of what might be done in heavy shell manufacture had been given by Babcock Printing Press Corporation of New London. Babcock's first contracts had been for 90 MM shells. These were augmented not long afterwards by contracts for 105 MM projectiles. Therefore when the demand came for eight inch shells, the largest used by American forces in the field, there was no hesitancy in assuming the obligation. And the experience of the B. & G. Machine Company of West Haven, in making breech blocks for large cannon, the only concern engaging in this type of manufacture in the entire district, gave further reason for confidence.

The heavy shell program did not descend on the district until late in the war, early in 1944 to be exact. By that time the small arms program had levelled off until it had ceased to be a problem, and the bugs in the fuze program had been ironed out to a large extent. This did not mean that they were finished, but the troubles had been eliminated largely. The same was true of other standard items such as fin assemblies for bombs, magazines, cartridge clips, links, belts, etc. This

permitted concentration on heavy ammunition production.

Eight Inch Shells

First, Babcock Printing, already turning out 90 MM and 105 MM shells, was allotted contracts for eight inch howitzer shells and immediately began setting up new production lines and before too long was rolling. Then came the procurement program for the eight inch high explosive shell, an item never made before in the district.

The field was covered thoroughly and finally a potential supplier was found—Petroleum Heat & Power Company of Stamford. Petroleum Heat & Power in peacetime had been a manufacturer of oil burners and a distributor of petroleum products. Now it was called upon to do something entirely different, to produce a shell being made by only three other manufacturers in the United States.

At this point it was difficult to obtain machine tools for any program and the task of acquiring more than \$1,500,000 worth of machinery seemed utterly impossible. It would have been under ordinary circumstances but Petroleum officials refused to admit defeat. The United States and Canada were scoured for every available tool. More than this, whenever the company found a machine in partial state of completion, it sent its own men into these plants where they worked side by side with regular employees to finish the job. It was an international night and day effort, but it eventually paid off.

By October-November of 1944, the Stamford company had the ball on the three yard line. The goal was in sight, and in December the first ballistic samples were sent to Aberdeen Proving Ground for test. Just how much this meant can be indicated by the fact that these samples were shipped two months ahead of those from a similar shell making plant operated by Henry J. Kaiser, and by a concern green to shell production.

These ballistic samples did not come a day too soon. The blow at Bastogne fell in December and the call for heavy ammunition is too recent to require more than mere mention. Petroleum production in quantity began in late December, 1944, and by January, 1945, was in high gear.

Normally shells of this caliber, they weigh 250 pounds each, are shipped by the carload, but there was no waiting for carload lots from Petroleum

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in those days. Instead, the District was accepting production in lots of 20. As fast as they came from the assembly lines they were transported to loading depots, and then by plane to Europe. It was a nip and tuck struggle. Always the demand was for today's production yesterday. There could be no waits anywhere along the line from production to battle front.

By war's end, 30,000 of these shells had been turned out in the Stamford plant, and the final lots were sent to Aberdeen for additional tests and development. They had been found best for the purpose of any produced with the most uniform range and velocity results, and this in a section distant from the big steel forging areas and in a section devoid of steel capacity. The story of Petroleum Heat & Power Company is a Horatio Alger tale of industrial effort that grew out of and was made possible only by war necessity.

So spectacular was Petroleum's effort backed by that of Babcock that steps were under way to convert additional plants to shell making when the war ended. Had V-J day been delayed, another New London plant, the Electric Boat Company, would

have been in production, with new records in the offing.

The story of the contribution of Petroleum Heat & Power Company would not be complete without a final chapter. This applied to another development which for a time was highly secret, namely, the pontoons for amphibious ducks, and another tribute to American inventive genius. Petroleum's part in this was contributory but important. It supplied the tire inflation device.

Other Important War Producers

Other Connecticut manufacturers figured prominently in the war effort also. Landers, Frary & Clark of New Britain, peacetime makers of household electrical appliances turned to the manufacture of .50 caliber multiple gun mounts, especially successful in anti-aircraft warfare and extremely potent in protection of convoys and supply dumps, both as a fixed and as a mobile weapon.

Dictaphone Corporation of Bridgeport was an important supplier of fire control apparatus and wiring sets. Singer Manufacturing Company turned out thousands of gun parts and sewing machines for industrial

purposes at its Bridgeport plant and Safety Car Heating and Lighting Company of New Haven produced highly complicated telescope mounts, range quadrants and other fire control devices.

Fire control apparatus was constructed by the Pitney Bowes Postage Meter Company of Stamford and Perkin Elmer Corporation of Glenbrook, and the fact that American trucks were enabled to keep rolling on the Red Ball route from the Normandy invasion ports to the battle lines was due in no small measure to the axles produced by Bullard Machine Company of Bridgeport and Atwood Machine Company of Stonington, both subcontractors to the Stamford Steel Spring Corporation of St. Louis, Mo., the prime supplier.

Colt's built the 37 MM cannon for use in aircraft, incidentally the largest weapon produced in the district, and Lyman Gunsight Corporation of Middlefield turned out sights for artillery. Veeder Root Inc., of Hartford contributed greatly to research and development as well as providing machine tools. 20 MM feed mechanisms were the product of E. W. Carpenter Company of Bridgeport.

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HOW TO SPLIT SALES COMMISSIONS

—when two or more factors jointly swing the account

May, 1931, president of Youngstown Pressed Steel phoned; asked me to come out; threw me into a three-cornered deadlock—YPS, its big advertising agency, and officials of Porcelain Tile, a newly-bought subsidiary—over the latter's "merchandising" plans.

Agency was Fuller-Smith-Ross, one of the best ever. Its assistant-to-president, eight years out of Harvard Business School, handled the account, directly supervised by its general manager.

Many TYPES of Sales Case

The product, porcelain-enameled steel tile, could go through any one of six combinations of "sales factor" (or channel), with variations under each as to amount of sales credit due each factor.

One big need, therefore, was to find some *simple* way of splitting sales commissions under each of a raft of basic types of case.

During general conference, first day I was there, the agency G.M. told the group, "You'll all admit that not a wheel has turned for a good two months." At final conference, some days later, he called

my solution of the split-commission puzzle "the finest engineering job I've seen in 22 years of agency experience."

Flavor Lasts

F-S-R paid for the service. Same year, it recommended me to other clients. Its Cleveland manager later came to Westport on his own for personal coaching.

A 1933 letter from the YPS president shows the flavor lasting on his side, too.

Still at It

This year, I've given three different advertising agencies plans under which owners might use this same principle in sharing profits with account handlers according to their respective parts in selling and servicing clients.

If you have a problem of "splits" between sales offices, salesmen, agents, etc., you might do worse than talk it over with me.

LYNN W. ELLIS

Westport, Conn.



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Yankee Metal Products Corporation of Norwalk did an excellent job in fabricating mirrors and blackout lights. Chandler Evans Company of South Meriden centered its efforts on desiccator sets. The Seth Thomas Clock Company of Thomaston devoted its ordnance efforts to making compasses for fire control apparatus and the Bodine Corporation of Bridgeport, in addition to making machine tools, built the highly precise periscope mount.

Toys went to war as well, the A. C. Gilbert Company of New Haven going all out in war production. Gilbert's production covered a wide range, and included anti-personnel devices, oftentimes referred to as booby traps, parachute flares and fuzes for anti-tank mines, among others.

Nuts, bolts, screws, locks, padlocks, springs, hand tools, pliers, screw-drivers, hammers, drills, reamers, taps and myriads of similar tools and parts literally poured from scores of plants, and always in the lists could be found the names of the hardware companies, Corbin, Stanley, Eagle Lock, American, Yale & Towne, to mention only a few. R. Wallace, Union Hardware and Marlin were found in the ranks of those turning out 20 MM links for aircraft and P. & F. Corbin did a notable job in making 40 MM high explosive shells.

Special know-how of the rubber industry was called upon and Norwalk Tire & Rubber Company of Norwalk and Armstrong Rubber Company of West Haven were called upon for seven day effort around the clock in producing tires and tubes, camel-back, fan belts and batteries in order to keep American automotive stock rolling.

One bottle neck, the manufacture of ball bearings, was ever present. Counted among Connecticut manufacturers were some of the country's leading producers, namely, New Departure, Fafnir, Torrington Company and Marlin-Rockwell. The appetite of the munitions industry for ball bearings was insatiable. They were the tremendous trifle, and absolutely essential to practically every type of production. At no time were there enough and even though superhuman efforts were made in building and equipping new plants production could not keep pace with demands.

Time after time production lines were kept in operation only by snatching critical bearings as fast as they were made. In early 1945 when the artillery program became so acute, the

Springfield Ordnance District kept a fleet of sedans in operation between the Connecticut bearing plants and Newark airport where planes were held in readiness on 24-hour stand-by to fly bearings to plants where the need was greatest and to prevent shut-downs.

There were other things too that entered into production. Storms, blockades, port tie ups, lost shipments, submarine activities, fuel shortages, ship sinkings, embargoes, dearth of critical materials, lack of transportation and unavoidable accidents all took their toll. Through it all there was the rush and pressure for more and more production. To the everlasting credit of Connecticut industry this can be said: Almost without exception production schedules established by the government were met. At no time was a factory forced to close for either lack of coal, oil or power. Improvements to existing design were many. Wherever short cuts could be made or taken they were anticipated rather than demanded.

From beginning to end every ounce of skill and ingenuity, the Connecticut manufacturing know-how, was applied to war production. Industry cooperated wholeheartedly with Ordnance in a display of teamwork that was unprecedented. It outdid itself in a willingness to do and to accept responsibility. The one aim, the single goal, was seemingly to set a production standard so that of Connecticut at least, it could never be said that it was "too little or too late."

130th Annual Meeting and Reconversion Conference

(Continued from page 8)

of Merit with Gold Star, the Purple Heart, the Victory Medal and Grand Fleet Clasp, the American Defense Service Medal, Fleet Clasp and the Asiatic Pacific Area Campaign Medal. He is now assistant chief of the Bureau of Ordnance in Washington.

Admiral Kitts recalled the history of munitions manufacture from the end of the first World War, to 1940, and stated that the Navy had only two sources of Naval Ordnance—the Naval Gun Factory in Washington, and the Naval Torpedo Station at Newport. This condition, the officer

said, was the natural result of the national and international policies to which the United States clung during the years of peace. Popular indifference and a "dewey-eyed" desire for peace placed military appropriations at a pitifully low level.

"You will remember," the Admiral stated, "that not so many years ago professional munition makers were considered international villains represented as plotting international complications to fill their own coffers. . . ."

"Scientific developments have been so rapid since 1941," Admiral Kitts continued, "that such a program of indifference could well have far more serious consequences another time. Caught woefully unprepared in 1941, we still had a chance to fight a defensive war for many months, until scientific research had devised new and better weapons, and the production lines could turn them out in sufficient quantities to be useful."

The Admiral urgently recommended that industry include the problem of our post-war military situation in reconversion and peace-time production plans. "Our hopes for a durable peace," Admiral Kitts remarked, "must be accompanied by the practical realization that unimpaired ability to wage a war promptly and triumphantly will be our underlying guarantee of such a peace. . . ."

The Ordnance official called on manufacturers to be on their guard against the potentiality of "dangerous pacifists" in this country who desire peace so strongly that they feel all other nations also desire it for today and all time to come. "They will again advocate the scrapping of present armaments, abolishment of ordnance research, and treaties to renounce war. Let us be sure this time that nations like Japan and Germany do not again have a chance to give lip service to such means of promoting peace while awaiting their convenience to attack us. . . ."

The meeting was adjourned by President Fuller at 10 p. m.

Photographs in this issue, requiring credit, were gathered from the following sources: Cover, A. C. Crownfield, Wethersfield; p. 6, George Keeley, Hamden; p. 7 (bottom), I. A. Sneiderman News Photo; p. 8 (bottom), George Keeley, Hamden; p. 11, Official U. S. Govt. Photos; p. 18, Standard Studios, N. Y.

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TRANSPORTATION

By N. W. FORD

Executive Vice-President

DROP IN CAR LOADINGS ANTICIPATED:—According to estimates compiled by the thirteen Shippers Advisory Boards, freight-car loadings in the fourth quarter of 1945 are expected to be 6 per cent below actual loadings in the same quarter of 1944.

Freight-car loadings of the 28 principal commodities, on the basis of those estimates, will be 8,548,720 cars in the fourth quarter of 1945 compared with 9,105,017 actual car loadings for the same commodities in the corresponding period of the preceding year. While ten of the thirteen Shippers Advisory Boards estimate decreases in car loadings for the fourth quarter of 1945, compared with the same period in 1944, three estimate increases.

★ ★ ★

NEW ST. LAWRENCE SEAWAY MEASURE INTRODUCED IN SENATE:—A joint resolution (S. J. 104), to provide by treaty or agreement with Canada for the construction of the St. Lawrence Seaway and Power project, has been introduced by Senator Barkley for himself and Senators Wagner, Aiken, LaFollette, Ferguson, Langer, Vandenberg, Shipstead, Hill and Taylor. This has the approval of the administration and a by-partisan committee of Senators from eastern states.

Whereas a treaty would require a two-thirds vote of the Senate, an agreement would require but a majority vote by both the Senate and House to become effective. Last October, by a two to one vote, the Senate held that the proposed agreement was a treaty. United States' share to the power development facilities would be turned over to the New York State Power Authority, according to the pending measure. In the event a joint resolution is passed by the Senate and House it would then be up to the Canadian

Parliament to approve the \$421,000,000 project.

It will be recalled that the Association has for several years opposed the St. Lawrence Seaway Project.

★ ★ ★

SALARIES OF RAILWAY OFFICIALS:—Of the 1356 officials of Class I railroads receiving salaries of \$10,000 or more in the year 1944, 54 per cent were paid less than \$15,000 and more than three-quarters of this group received less than \$20,000. About 85 per cent of the officials were in the salary groups below \$25,000 and these persons received 69 per cent of the total salaries paid to officials. The total compensation paid to all officers and their staff assistants was less than 1 per cent of the railway operating revenues in 1944.

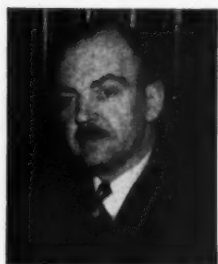
★ ★ ★

HOURLY EARNINGS OF RAILWAY EMPLOYEES:—The average hourly straight time earnings of all railway employees for the six months ending June 1945 was 90 cents as compared with 70.9 cents for the same period of 1940, representing an increase of 26.9 per cent. Including overtime, the increase for the same period of 1945, as compared with 1940, was 31.3 per cent. The range of percentage increases in the hourly compensation based on total hours was from 23.5 per cent for train and engine service to 43 per cent for maintenance of way and structures.

★ ★ ★

LIMITATION OF ACTION FOR COLLECTION OF UNDERCHARGES AND OVERCHARGES:—In a recent report on S-432, to increase the period of limitation on actions against railroad carriers for recovery of overcharges from two to four years, a sub-committee of the Committee on Interstate Commerce has recommended that the pro-

(Continued on page 37)



INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Editor and Director of Development

IN A recent booklet published by Donald Despain, Industrial Relations Counsel of Chicago and Washington under the title of "Counterattack", he points out that "America, the first nation of the world . . . first in financial wealth, industrial production and military power . . . two-time savior of world civilization . . . triumphant in 52 fighting areas of the globe . . . faces a fatal weakness in its own national economy threatening our recovery from the dislocations of war".

Later in the booklet he warns that "Employees must learn and understand that it is the consumer who makes jobs and pays both them and the manufacturer. If they doubt this, they should look back at what happened during the five years following World War I when wages, to those who could get a job, dropped 45 per cent, thousands of factories closed, business bankruptcies made a new record, and millions became hopeless job hunters."

"The Employees of American industry face a dangerous future. It is largely in their hands as to whether they will suffer the calamities of the 1920-1925 collapse, or cooperate with industry to keep prices down, and lead America into a post-war period of prosperity by producing the enormous back-log of consumer goods for which the American people are waiting."

Mr. Despain states that if he were an employer he would give individual reward for individual effort. He would stabilize base rates, but pay unlimited paychecks if earned and rid the company of unearned payrolls. He would install a carefully and scientifically designed Incentive Wage Plan.

His recommendations call for blending "the wage scale with a profit-sharing differential and the same human being who was previously concentrating his attention on wages and constantly fighting for higher wages, will discard the combative spirit and move

in a cooperative direction—his self-preservation instinct previously centered only on a flat wage rate will cease. With the profit-sharing adjunct added to his wage rate, his self-preservation instinct looks in two directions, instead of one, and the second way makes his self-interest entirely flexible and cooperative on the whole question of compensation. This means removing the contentiousness of the wage rate by blending it with the 'mutualized interest' and 'instinctive cooperation' generated by profit sharing."

IN THESE days when great stress is laid upon the words "social service", "social responsibility" and "trusteeship", it is high time that all businessmen began to correct the mistaken impression in the public's mind that the socially useful acts of business executives are "after hours" and consist only of private charity in com-

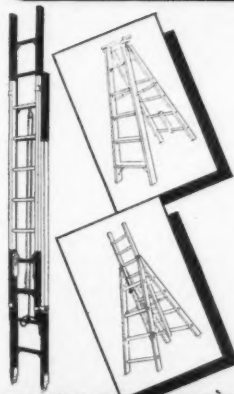
munity welfare activities. Important as these functions are, inasmuch as they should be participated in by management, it should be brought out clearly to employees and the public that business of itself, if constructively operated, is the leading social service institution in the country. As our own Governor Baldwin has repeatedly stated, "There is no substitute for a job in private industry". The Governor might well have expanded his statement to say "That there is no substitute for a job in private business." If everyone who needed a job had one at good wages, the amount of work which is now labeled social service would be reduced to a bare minimum.

★ ★ ★

WITH MARKET research looming so large in the success picture of every manufacturing establishment, we wish to call attention to the very helpful pamphlet recently prepared by the Professional Development Committee of the National Advertising Association, Inc., 100 East Ohio Street, Chicago, Ill., entitled "Industrial Market Determination". This 8½ x 11 pamphlet of 32 pages is made up of an introduction and three chapters as follows: Chapter 1, The American Industrial Market; Chapter 2, Procedure for Determining Market; Chapter 3, Putting Market Determination to Work. This splendid pamphlet which can be secured for \$1.00 should be helpful to any company desiring to concentrate on the most lucrative segments of the American market.

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QUERIES

By FREDRICK WATERHOUSE

Counsel

QUESTION: We are to have an election to determine whether our employees desire to be represented by a certain union. I understand this will be determined by a majority vote and would like to know whether this means a majority of my employees must vote for the union or whether the election will be determined by merely a majority of those who actually vote?

ANSWER: The election will be determined by a majority of those of your employees who actually vote. The United States Supreme Court has recently refused to review a decision of a Circuit Court of Appeals which held that the National

Labor Relations Board may certify a union as a representative of employees on the basis of an election in which a majority of the employees who participated in the election voted for the union, even though a majority of eligible employees did not vote. It was the opinion of the Circuit Court of Appeals that those who did not take the trouble to vote are presumed to assent to the choice of the majority of those actually voting.

QUESTION: One of our employees worked on the 3:00 to 11:00 shift on Monday and Tuesday and then changed over on Wednesday to the 7:00 to 3:00 shift and continued on

the 7:00 to 3:00 shift through Saturday of that week. This employment was under the Walsh-Healey Act so he was entitled to time and one-half for all over 8 hours in any 1 day or 40 hours in the week. We paid him time and one-half for 8 hours since he had worked 48 hours for the whole week. He now claims that he is entitled to additional time and one-half for the 8 hours he worked on Wednesday as they were within the 24-hour period of the time he started to work at 3:00 on Tuesday. Must we pay him time and one-half for the 8 hours on Wednesday in addition to time and one-half we have already paid him because he worked 48 hours during the week?

ANSWER: He is not entitled to more than what you have already paid him. The Public Contracts Division of the United States Department of Labor has ruled that the overtime rate of time and one-half of the employee's basic hourly rate must be paid for all hours worked in excess of 8 per day or 40 per week, whichever is greater but that the phrase "whichever is greater" merely requires that the method of computation which would yield the employee the greater compensation be used. In the example cited by you, the employee would be entitled to time and one-half for the 8 hours worked on Wednesday as they were within the 24-hour period commencing when he went to work at 3:00 Wednesday afternoon. In view of the fact that he worked 48 hours during the week, he would normally be entitled to time and one-half for the 8 hours in excess of 40, but since he has already been paid time and one-half for 8 hours during the week, it is not necessary to pay him time and one-half twice for the same 8 hours. In the example cited there is no advantage to the employee in either method of figuring, that is, the employee receives the same amount whether you pay him time and one-half for the 8 hours worked on Wednesday or whether you pay him time and one-half for the 8 hours in excess of 40. However, if the employee had worked only 5 days and therefore had worked only a total of 40 hours but had worked, according to the example given, on the earlier shift on Wednesday, he would still be entitled to time and one-half for the

(Continued on page 37)

Sales Training and Planning!

Train your salesmen to build up your markets and carry out your programs.

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**BIGELOW, KENT, WILLARD
& COMPANY**

MANAGEMENT ENGINEERS

BOSTON

NEW YORK

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

ACCELERATED AMORTIZATION OF WAR FACILITIES:

The Presidential proclamation designating September 29, 1945 as the date on which the emergency period ended, offers substantial benefits and opportunities to industrial concerns which had acquired emergency facilities under certificates of necessity. This presents not only academic questions but also very important practical decisions involving accounting matters and finances.

Originally, the amortization of emergency facilities could be spread over a period of 60 months or, at the election of the taxpayer, they could be depreciated at customary rates. Another prerogative was shift from the 60 months basis to a regular rate of depreciation.

However, with the proclamation terminating the emergency period, companies possessing such assets have the option of writing off the total cost of such facilities over a shorter period. This may be done regardless of which basis had been previously used for

charging off such costs. If advantage is taken of this privilege, it will result in greater allowable deductions for tax purposes as well as for renegotiation purposes for the various years during which these assets had been held.

In order to make the benefits of this proclamation obtainable quickly to the taxpayer, special forms of refund claims have been provided by the Government whereby tax refunds may become available within 90 days. This, obviously, is a matter of keen interest to many companies in connection with their financial condition and cash requirements. The amount of any such refund claims may also be applied against unpaid tax installments or assessments.

It is generally considered that most holders of emergency facilities will elect to take advantage of this opportunity for it is realized that the financial benefits will be much greater than if the amortization or depreciation of these facilities is continued on the original schedule, formula or pro-

gram which may have been adopted.

Unfortunately, contractors who neglected to obtain necessity certificates will not be benefited by this proclamation. They will be obliged to continue on regular depreciation programs; if they have no further use for the facilities the only possible benefit would be to dispose of them and possibly establish deductible losses.

It is important to note that if it is desired to take advantage of the Presidential proclamation and thereby shorten the amortization period and obtain quick tax refunds, it is necessary to notify the Commissioner of Internal Revenue in writing of this election, adequately describing the facilities to which it applies prior to December 28. It is no longer necessary to obtain non-necessity certificates in order to shorten the period for writing off the cost of approved war facilities.

★ ★ ★

REVIEW INSURANCE COVER-

AGE: During the past five years insurance coverage has been increased to cover the enlarged risks which industry had assumed. This involved increased premiums which were absorbed in costs of operation. The abrupt change in the economic situation in August has involved management in termination and post-war problems to the exclusion of some of the lesser questions, such as insurance adjustments. It is timely that the entire subject of insurance protection be reviewed by competent parties as to the types and amount of coverage and kinds of policies held.

MACHINE DESIGN

SPECIAL MACHINERY, TOOLS
AND EQUIPMENT

WESTCOTT & MAPES, INC., NEW HAVEN

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN September business activity in Connecticut again declined but much less rapidly than in the preceding month. The full impact of the war's ending which struck industry during the last two weeks of August carried over into the first half of September. By that time a large part of the layoff of war workers had been accomplished and the first steps toward the return to a peacetime economy had been taken. The reconversion period is expected to continue well into 1946 but in a more orderly

manner than was possible during the month immediately following V-J Day. After falling some 25 percentage points in August the index went down an additional seven points in September to an estimated 15% above normal. It begins to appear that Connecticut industry which set a remarkable record in converting to war production will do equally well in returning to the production of civilian goods providing such obstacles as the difficulty in securing materials and supplies, and the nation's labor problems

do not retard the progress of reconversion.

The index of manufacturing employment in Connecticut declined in September to an estimated 12% above normal. The employment index has now returned to approximately the same level that existed in May 1940. Information now available covering employment in representative factories in various Connecticut cities shows that in September there was a decrease in the number of employees of 5% in Bridgeport, 4% in Hartford, 4% in Bristol, 10% in Waterbury and an increase of 5% in New Britain. Based on these figures and newspaper comment from other industrial centers of the State it appears that manufacturing employment in Connecticut declined approximately 5% in September as compared with a loss of about 18% in August.

The War Production Board, which controlled and regulated the country's industry during the war, was dissolved November 3 to be succeeded by the Civilian Production Administration. This new organization will continue W.P.B.'s work in effecting "orderly transition from war to full peacetime production, with due regard for stabilization of prices and costs." This will be included in C.P.A.'s six-point program: (1) Expand production of scarce materials; (2) limit manufacture of products for which materials and facilities are still scarce; (3) restrict accumulation of inventories so as to avoid speculation, hoarding and unbalanced distribution; (4) grant priorities to break industrial bottlenecks; (5) facilitate fulfillment of relief and other export programs; (6) allocate source materials or facilities necessary for the production of low-priced items essential to stabilization program.

The index of construction work in progress was estimated at 55% below normal in September after having advanced 20 percentage points in three months. Non-residential building contracts awarded in Connecticut amounted to one million square feet of floor space in August, largest award for any one month since February 1943. The wartime ban on private building (order L-41) was removed October 15 but because of the shortage of lumber and the unsettled labor situation it is expected that there may be some delay before large-scale building gets under way. However, several important construction projects have been announced for this State to be

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MEMBER AMERICAN ASSOCIATION
OF ADVERTISING AGENCIES

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Hartford 3, Conn.

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New York 17, N. Y.

started as soon as materials and supplies are available.

During the latter war years there was some confusion and controversy over the "Cost of Living" index compiled by the U. S. Bureau of Labor Statistics. In the interest of clarifying the situation the Bureau of Labor Statistics recently issued a statement which points out that: "The index is designed to measure the influence of average retail prices of selected commodities and services on the cost of a fixed standard of living for an average family of moderate income in large cities of the United States." The present index is to be continued under the name of "Consumers' Price Index." In August 1945 the index stood at 129.2 as compared with 126.4 a year ago and 98.6 in August 1939.

Queries

(Continued from page 34)

8 hours although he had not worked in excess of 40 hours during the week.

There have been some further problems in cases where the employee has worked later on his regular shift or has come in early on a following shift and consequently has worked more than 8 hours within a 24-hour period. In such cases, the hours in excess of 8 within the 24-hour period must be treated as daily overtime even though the employee worked no more than 8 hours on the particular shift. The Labor Department's ruling requires that in so far as daily overtime alone is concerned all work within the 24-hour period starting when the employee begins to work must be credited to that period regardless of the calendar days involved. The next 24-hour period upon which daily overtime must be calculated starts when the employee next begins to work or reports for work in accordance with the employer's instructions, but in no case does it begin earlier than at the termination of the previous 24-hour period which was used in the calculation of daily hours worked.

As pointed out above, although it is necessary to carefully compute the daily overtime in accordance with these rulings, the employer must also compute overtime on a weekly basis to determine which method of computing overtime will give the employee the greater amount of pay. It is merely necessary to pay on the basis of which-

ever computation will give the employee the greater amount and it is not necessary to pay both.

★ ★ ★

Employers with closed shop contracts or maintenance of membership provisions occasionally are requested to discharge an employee who has been evicted from the union because of activities on behalf of a rival union. With the prospect of an increasing number of jurisdictional disputes, the problem becomes more troublesome. Until recently, the employer has been in the position of having no authoritative decisions to control his action.

The National Labor Relations Board has cleared the atmosphere to a considerable extent by a recent decision which follows the reasoning of the Supreme Court that no employee can be deprived of his employment because of affiliation with any particular union. In its latest decision, the Board has held that it is improper for an employer to discharge an employee upon the request of the union if the eviction from the union is based upon activity in behalf of another union and has held that the purpose behind such a demand of the union is illegal and it is the duty of the employer to refuse to comply therewith.

Following the declaration of the Supreme Court that it is the duty of the union to represent the interests of all the employees fairly and impartially, the Board feels that the union may not disregard this duty by discriminating against an employee who exercises his rights under the National Labor Relations Act to bring about a change in the bargaining representative.

Transportation

(Continued from page 32)

posed period be reduced from four to three years. Under Section 16 (3) (c)

of the Interstate Commerce Act, actions against railroads for recovery of charges for transportation services in excess of those applicable must be brought within two years from the date the cause of action accrues.

Prior to 1924, the period of limitations provided under the Interstate Commerce Act for actions against railroads for recovery of overcharges was two years. In that year Section 16 of the act was amended in order to increase the period from two to three years. The three-year provision remained in effect until 1940, when it was reduced to two years under the Transportation Act of 1940.

★ ★ ★

MOTOR CARRIERS AND FREIGHT FORWARDERS—PERIOD OF LIMITATION:—

In another report concerning S-356 a sub-committee of the Committee on Interstate Commerce has recommended that Part II of the Interstate Commerce Act, dealing with motor carriers, be amended to provide a three-year limitation on the time within which actions to recover undercharges may be brought by motor carriers and within which actions to recover overcharges may be brought by shippers against such carriers. The committee has also suggested that Part IV of the Interstate Commerce Act be amended to provide corresponding limitations with respect to actions by freight forwarders to recover undercharges and actions against freight forwarders to recover overcharges.

At the present time there are no provisions in the act relating to the time for bringing suits to recover undercharges and overcharges in the case of interstate motor carriers and freight forwarders. Accordingly, these matters are subject to the laws of the respective states in which the actions are brought.

ALFRED B. KING & CO.

BLATCHLEY AVE. & RIVER ST., NEW HAVEN, CONN.

MATERIALS HANDLING EQUIPMENT

**CLEVELAND TRAMRAIL - CRANES
ELECTRIC AND CHAIN HOISTS**



OVER THE DESK AND ON THE ROAD

C. L. EYANSON
Secretary

Connecticut is still the home of inventive genius. During the second quarter of 1945, 215 patents were issued to residents of the state. She stands ahead of every other state in the Union, with the exception of New Jersey, in patents per million residents. Here are the figures: Connecticut, 121.0; Massachusetts, 72.1; New York, 80.3; Rhode Island, 50.1; Pennsylvania, 48.8; Ohio, 79.0; Illinois, 82.5; Indiana, 43.9; Michigan, 85.8. The rest of the states trail far behind.

★ ★ ★

A. C. Croft, of the National Foremen's Institute, has what he believes to be figures which prove that the A. F. of L. is building up large cash reserves, while the C. I. O. is relatively poor because it is spending its money on "educational" campaigns. The amount of the reserves is interesting: International Brotherhood of Teamsters, AFL\$15,000,000
Hotel and Restaurant Employees, AFL 16,000,000

International Ladies Garment Workers, AFL	7,707,753
International Brotherhood of Electrical Workers, AFL	7,606,000
Bricklayers, Masons and Plasterers, AFL	8,239,821
International Typographical Union, AFL (150,000 members)	5,541,534
Brotherhood of Railroad Trainmen, Independent	41,000,000
Brotherhood of Locomotive Engineers, Independent	32,000,000
United Automobile Workers, CIO	2,669,136
Amalgamated Clothing Workers, CIO	5,000,000
United Steelworkers, CIO	4,000,000

★ ★ ★

Surplus property is still being kicked around. All disposal functions of the Commerce Department are, under Executive Order 9646, transferred to the RFC. (F. R., p. 13039).

One of the great laxities of our form of representative government is our failure to follow the doings of our elected representatives. "Record votes" do not tell the whole story but they help in understanding the viewpoints and leanings. The October votes of the members of the Connecticut Delegation were as follows:

Recommitment of Reorganization Bill, with instructions that it be amended to provide that reorganization shall be effective if Congress does not adopt resolution asserting its approval within 60 days. Lost—168 to 192. Yes—Luce, Talbot. No—Geelan, Kopplemann, Ryter and Woodhouse.

Adoption of Reorganization Bill. Passed 304 to 56. Yes—Geelan, Kopplemann, Luce, Ryter, Talbot and Woodhouse.

Tax Bill Adoption. Passed 343 to 10. Yes—Geelan, Kopplemann, Luce, Ryter, Talbot, Woodhouse.

Confirmation of Nomination of R. S. McKeough of the CIO to be a member of the Maritime Commission. Passed 42 to 34. Yes—McMahon. No—Hart.

Howell Amendment to Federal Airport Bill requiring funds to be channelled through state. Lost 185 to 170. Yes—Talbot. No—Geelan, Kopplemann, Ryter, Woodhouse. Paired for—Luce.

Adoption of Federal Airport Bill. Passed 279 to 82. Yes—Geelan, Kopplemann, Ryter, Woodhouse. No—Talbot. Absent—Luce.

Adoption of Rule on Appropriation Recission Bill Waiving All Points of Order. Passed 232 to 78. Yes—Talbot. No—Geelan, Kopplemann,

(Continued on page 43)



The Graphic Arts Company

HARTFORD

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PHOTO·ENGRAVING DIRECT MAIL ADVERTISING

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms			
The Baker Goodyear Co	New Haven		
Accounting Machines			
Underwood Corporation	Hartford		
Adding Machines			
Underwood Corporation	Hartford		
Advertising Specialties			
The H C Cook Co 32 Beaver St	Ansonia		
Waterbury Companies Inc	Waterbury		
Aero Webbing Products			
Russell Mfg Co	Middletown		
Air Compressors			
The Spencer Turbine Co	Hartford		
Aircraft			
Chance Vought Aircraft Division	United Aircraft Corporation (airplanes)	Stratford	
Sikorsky Aircraft Division	United Aircraft Corporation (helicopters)	Bridgeport	
Aircraft Accessories			
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	South Meriden		
Warren McArthur Corp (Airplane Seating)	Rantam		
Aircraft Electrical Testing Equipment			
United Advertising Corp, Electrical Division	New Haven		
Aircraft-Repair & Overhaul			
Airport Department Pratt & Whitney Aircraft Division	Rentschler Field East Hartford		
United Airports Div United Aircraft Corp	Rentschler Field East Hartford		
Aircraft Tubes			
American Tube Bending Co Inc	New Haven		
Airplanes			
Chance-Vought Aircraft Div United Aircraft Corp	Stratford		
Aluminum Castings			
Newton-New Haven Co 688 Third Avenue	West Haven		
Aluminum Forgings			
Scovill Manufacturing Company	Waterbury 91		
Aluminum Goods			
Waterbury Companies Inc	Waterbury		
Aluminum-Sheets & Coils			
United Smelting & Aluminum Co Inc	New Haven		
Ammunition			
Remington Arms Co Inc	Bridgeport		
Artificial Leather			
The Permatex Fabrics Corp	Jewett City		
Zapon Div, Atlas Powder Co	Stamford		
Asbestos			
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven		
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport		
Asbestos & Rubber Packing			
Colt's Patent Fire Arms Mfg Co	Hartford		
Assemblies, Small			
The Greist Manufacturing Co	New Haven		
The Wallace Barnes Co Div Associated Spring Corp	Bristol		
Auto Cable Housing			
The Wiremold Company	Hartford		
Automatic Control Instruments			
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury		
Automobile Accessories			
The Rostand Mfg Co (windshields, seats, and body hardware)	Millford		
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport		
Automotive Friction Fabrics			
The Russell Mfg Co	Middletown		
Automotive Parts			
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown		
Automotive & Service Station Equipment			
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91		
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport		
Automotive Tools			
Eis Manufacturing Company	Middletown		
Bakelite Moldings			
Waterbury Companies Inc	Waterbury		
The Watertown Mfg Co	Watertown		
Balls			
The Abbott Ball Co (steel bearing and burnishing)	Hartford		
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford		
Barrels			
The Abbott Ball Co (burnishing and tumbling)	Hartford		
The Hartford Steel Ball Co (tumbling)	Hartford		
Bathroom Accessories			
The Autoyre Company	Oakville		
The Charles Parker Co	Meriden		
Bath Tubs			
Dextone Company	New Haven		
Bearings			
New Departure Div of General Motors	Bristol		
Fafnir Bearing Co (ball)	New Britain		
Norma-Hoffmann Bearings Corp (ball and roller)	Stamford		
Bells			
Bevin Brothers Mfg Co	East Hampton		
The Gong Bell Mfg Co	East Hampton		
The N N Hill Brass Co	East Hampton		
Belting			
Hartford Belting Co	Hartford		
The Russell Mfg Co	Middletown		
The Thames Belting Co	Norwich		
Benches			
The Charles Parker Co (piano)	Meriden		
Bent Tubing			
American Tube Bending Co Inc	New Haven		
Bicycle Coaster Brakes			
New Departure Div General Motors Corp	Bristol		
Bicycle Sundries			
New Departure Div General Motors Corp	Bristol		
Binders Board			
Colonial Board Company	Manchester		
Biological Products			
Ernst Bischoff Company Inc	Ivoryton		
Blades			
Capewell Manufacturing Company, Metal Saw Division, (hack saw and hand saw)	Hartford		
Blackening Salts for Metals			
Mitchell-Bradford Chemical Co	Bridgeport		
Blocks			
Howard Company (cupola fire clay)	New Haven		
Blower Fans			
The Spencer Turbine Co	Hartford		
Colonial Blower Company	Hartford		
Blower Systems			
Colonial Blower Company	Hartford		
L-R Mfg Div of The Ripley Co	Torrington		
Boilers			
The Bigelow Co	New Haven		
The Porcupine Company	Bridgeport		
Petroleum Heat & Power Co (domestic only)	Stamford		
Bolts & Nuts			
Clark Brothers Bolt Co	Milldale		
The O K Tool Co Inc (T-Slot)	33 Hull St Shelton		
The Blake & Johnson Co (nuts, machine screws, bolts, stove)	Waterville		
Bomb Sling & Tank Strap Terminals for Aircraft			
Geo W Fleming Co	Wallingford		
Boxes			
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham		
Robert Gair Co (corrugated and solid fibre shipping containers)	Portland		
Box Board			
The Lydall & Foulds Paper Co	Manchester		
National Folding Box Co	New Haven		
New Haven Pulp & Board Co	New Haven		
Robertson Paper Box Co	Montville		
Robert Gair Co	Portland		
Boxes-Paper-Folding			
Atlantic Carton Corp	Norwich		
Bridgeport Paper Box Co	Bridgeport		
S Curtis & Son Inc	Sandy Hook		
M S Dowd Carton Co	Hartford		
National Folding Box Co (paper folding)	Hartford		
Boxes-Paper-Setup			
The Warner Brothers Company	New Haven		
The New Haven Pulp & Board Co	New Haven		
Robertson Paper Box Co	Montville		
Robert Gair Co	Portland		
Brake Cables			
R-idgeport Paper Box Co	Bridgeport		
The Heminway Corporation	Waterbury		
Brake Linings			
Colt's Patent Fire Arms Mfg Co	Hartford		
The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport		
The Russell Mfg Co	Middletown		
Brake Service Parts			
Eis Manufacturing Co	Middletown		
Brass and Bronze			
The American Brass Co (sheet, wire rods, tubes)	Waterbury		
The Bristol Brass Corp (sheet, wire, rods)	Bristol		
The Miller Company (prophor bronze and brass in sheets, strips, rolls)	Meriden		
Scovill Manufacturing Company	Waterbury 91		
The Thinsheet Metals Co (sheets and rolls)	Waterbury		
Brass & Bronze Ingot Metal			
The Whipple and Choate Company	Bridgeport		
Brass Goods			
Scovill Manufacturing Company (To Order)	Waterbury 91		
Waterbury Companies Inc (to order) (small sheet metal parts)	Waterbury		
Brass Mill Products			
Bridgeport Brass Co	Bridgeport		
Scovill Manufacturing Company	Waterbury 91		
Brass Stencils-Interchangeable			
The Fletcher Terry Co	Box 415, Forestville		
Brick-Building			
The Donnelly Brick Co	New Britain		
Bricks-Fire			
Howard Company	New Haven		
Broaching			
The Hartford Special Machinery Co	Hartford		
Brooms-Brushes			
The Fuller Brush Co	Hartford		
Buckles			
The Hatheway Mfg Co (Dee Rings)	Bridgeport		
The Hawie Mfg Co	Bridgeport		
The G E Prentice Mfg Co	New Britain		
John M Russell Mfg Co Inc	Naugatuck		
B Schwanda & Sons	Staffordville		
The Patent Button Co	Waterbury		
Waterbury Companies Inc	Waterbury		
Buffing & Polishing Compositions			
Apothecaries Hall Co	Waterbury		
Lea Mfg Co	Waterbury		
Buffing Wheels			
The Williamsville Buff Mfg Co	Danielson		
Buttons			
B Schwanda & Sons	Staffordville		
The Patent Button Co	Waterbury		
Colt's Patent Fire Arms Mfg Co	Hartford		
Scovill Manufacturing Company (Uniform and Tack Fastened)	Waterbury 91		
Waterbury Companies Inc	Waterbury		
Cabinets			
The Charles Parker Co (medicine)	Meriden		
Cable			
The Wiremold Co (electric, non-metallic Sheathed)	Hartford		
Cams			
The Hartford Special Machinery Co	Hartford		
Canvas Products			
F B Skiff Inc	Hartford		
Carpets and Rugs			
Bigelow-Sanford Carpet Co	Thompsonville		
Carpet Lining			
Palmer Brothers Co	New London		
Casters			
The Bassick Company (Industrial and General)	Bridgeport		
Casters-Industrial			
George P Clark Co	Windsor Locks		
Castings			
The Charles Parker Co (gray iron)	Meriden		
The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden		
The Gillette-Vibber (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London		
The Sessions Foundry Co (gray iron)	Bristol		
John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck		
Malleable Iron Fittings Co (malleable iron and steel)	Branford		
McLagon Foundry Co (gray iron)	New Haven		
Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven		
Philbrick-Booth & Spencer Inc (gray iron)	Hartford		
Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91		
Union Mfg Co (gray iron)	New Britain		
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown		

I T ' S M A D E I N C O N N E C T I C U T

Castings—Permanent Mould
The Bradley & Hubbard Mfg Co (zinc and aluminum) Meriden

Centrifugal Blower Wheels
The Torrington Manufacturing Co Torrington

Chain
John M Russell Mfg Co Inc Natugatuck

Chain—Welded and Weldless
Bridgeport Chain & Mfg Co Bridgeport

Chains—Bead
The Bead Chain Mfg Co Bridgeport

Chemicals
Apothecaries Hall Co Waterbury
MacDermid Incorporated Waterbury
American Cyanamid & Chemical Corp Waterbury

Chromium Plating
Edcan Laboratories South Norwalk
Chromium Corp of America Waterbury
The Chromium Process Company Derby

Chucks
The Cushman Chuck Co Hartford
Chucks & Face Plate Jaws
Union Mfg Co New Britain

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
MacDermid Incorporated Waterbury

Clocks
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury

Clutch Facings
The Russell Mfg Co Middletown

Clutch—Friction
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic) Bridgeport

Comfortables
Palmer Brothers Co New London

Cones
Sonoco Products Co (Climax-Lowell Div) Mystic

Consulting Engineers
The Stanley P Rockwell Co Inc (Consulting) 296 Homestead Ave Hartford

Contract Machining
Malleable Iron Fittings Company Branford

Contract Manufacturers
Geo W Fleming Co (Metal parts and assemblies) Wallingford
The Greist Mfg Co (metal parts and assemblies) 503 Blake St New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham

Copper
Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury 91
Waterbury Companies Inc Waterbury

Copper Sheets
The American Brass Co (sheet, wire, rods, tubes) Waterbury
The Bristol Brass Corp (sheet) Bristol
The Thinsheet Metals Co (sheets and rolls) Waterbury

Copper Shingles
The New Haven Copper Co Seymour

Copper Water Tube
The New Haven Copper Co Seymour

Cork Cots
Bridgeport Brass Co Bridgeport
Scovill Manufacturing Company Waterbury 91
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
The Danbury Square Box Co Danbury

Corrugated Shipping Cases
D L & D Container Corp 87 Shelton Ave New Haven

Cosmetics
Connecticut Corrugated Box Div Robert Gair Co Inc Portland

Cotton Batting & Jute Batting
Northam Warren Corporation Stamford
The J B Williams Co Glastonbury

Cotton Yarn
Palmer Brothers New London

Counting Devices
The Floyd Cranska Co Moosup

Cut Stone
Veeder-Root Inc Hartford

Cutters
The Dextone Co New Haven

Cutters
The Standard Machinery Co (rotary board, single and duplex) Mystic
The O K Tool Co Inc (inserted tooth milling) 33 Hull St Shelton

Delayed Action Mechanisms
M H Rhodes Inc Hartford

Dictating Machines
Dictaphone Corporation Bridgeport
The Soundscribe Corporation New Haven

Die Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

Die Castings (Aluminum & Zinc)
Corbin Cabinet Lock Div American Hardware Corp New Britain

Dies
The Hoggson & Pettis Mfg Co 141 Brewery St New Haven

Die-Heads—Self-Opening
The Parker Stamp Works Inc (for plastics and die castings) Hartford

Dish Washing Machines
The Eastern Machine Screw Corp Truman & Barclay Sts New Haven

Dish Washing Machines
The Geometric Tool Co New Haven

Dowel Pins
Colt's Patent Fire Arms Mfg Co Hartford

Draperies
The Allen Manufacturing Co Hartford

Drop Forgings
Palmer Brothers Co New London

Drop Forgings
Wilcox Crittenden & Co Inc Middletown

Electric Eye Control
The Blakeslee Forging Co Plantsville
Atwater Mfg Co Plantsville
Capwell Mfg Company Hartford

Electric Heating Element & Units
The Bridgeport Hdwe Mfg Corp Bridgeport

Electric Insulation
The Seamless Rubber Company New Haven

Electric Panel Boards
The Collins Co (axes and other edged tools) Collinsville

Electric Safety Switches
The Russell Mfg Co Middletown

Electric Signs
The Silex Co 80 Pliny St Hartford

Electric Switches
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Control Apparatus
United Cinephone Corporation Torrington

Electrical Circuit Breakers
The Trumbull Electric Mfg Co Plainville
Federal Electric Products Co Inc Hartford

Electrical Circuit Breakers
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Federal Electric Products Co Inc Hartford

Envelopes
Plimpton Mfg Co Div U S Envelope Co Hartford

Extractors—Tap
Curtis 1000 Inc Hartford

Eyelets
The Walton Company 94 Allyn St Hartford

Fasteners—Slide & Snap
The Platt Bros & Co P O Box 1030 Waterbury

Felt—All Purposes
Scovill Manufacturing Co Waterbury 91
Waterbury Companies Inc Waterbury

Ferrules
The G. E. Prentice Mfg Co New Britain
Scovill Manufacturing Company (Snap) Waterbury 91

Fibre Board
American Felt Co (Mills & Cutting Plant) Glenville

Finger Nail Clippers
Waterbury Companies Inc Waterbury

Firearms
The C. H. Norton Co North Westchester
The Rogers Corporation (Specialty) Manchester

Fire Hose
Case Brothers Inc Manchester
The H C Cook Co 32 Beaver St Ansonia

Fireplace Goods
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport

Fireproof Floor Joists
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fishing Tackle
The John P Smith Co (screens) 423-33 Chapel St New Haven

Fluorescent Lighting Equipment
The Rostand Mfg Co Milford
The American Windshield & Specialty Co 881 Boston Post Road Milford

Foundries
The Dextone Co New Haven

Foundry Riddles
The Horton Mfg Co (reels, rods, lines) Bristol
The Bevin-Wilcox Line Co (lines) East Hampton

Furnace Linings
The H C Cook Co 32 Beaver St Ansonia

Furniture Pads
The Wiremold Company Hartford

Galvanizing & Electric Plating
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport

Gaskets
Scovill Manufacturing Company (Non-ferrous) Waterbury 91

Gauges
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Gears—Reverse & Reduction for Motor Boats
The Sessions Foundry Co (iron) Bristol

Gears and Gear Cutting
The John P Smith Co 423-33 Chapel St New Haven

General Plating
Rolock Inc (brass, galvanized, steel) Southport

Glass Coffee Makers
The Mullite Refractories Co Shelton

Glass Cutters
The Gilman Brothers Company Gilman

Golf Equipment
The Gillette-Vibber Co New London

Greeting Cards
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Grinding
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Grinding
The Bristol Co (pressure and Vacuum—recording automatic control) Waterbury

Grinding
Hart Engineering Div of W Hart Buick Co Inc (Plug Ring Snap Flush Pin & all types of special gauges) Hartford

Grinding
The Snow-Nabstedt Gear Corp New Haven

Grinding
The Hartford Special Machinery Co Hartford

Grinding
The Gray Mfg Co (Zero Bevel) Hartford

Grinding
The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby

Grinding
The Silex Co 80 Pliny St Hartford

Grinding
The Fletcher Terry Co Box 415 Forestville

Grinding
The Horton Mfg Co (clubs, shafts, balls, bags) Bristol

Grinding
A D Steinbach & Sons Inc New Haven

Grinding
The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) Bridgeport

Grinding
19 Staples Street Bridgeport

Grinding
The Hartford Special Machinery Co (gears, threads, cams and splines) Hartford (Advt.)

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I T ' S M A D E I N C O N N E C T I C U T

Hand Tools
The Bridgeport Hdwe Mfg Corp (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport

Hardware
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
The Bassick Company (Automotive) Bridgeport

Hardware-Trailer Cabinet Stamford
The Excelsior Hardware Co
Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol

Hat Machinery Danbury
Doran Brothers Inc

Heat Treating
The A F Holden Co 200 Winchester St New Haven
The Bennett Metal Treating Co 1045 New Britain Ave Elmwood
The Stanley P Rockwell Co Inc 296 Homestead Ave Hartford
The Driscoll Wire Company Shelton

Heat-Treating Equipment
The Autoyre Company Oakville
The Porcupine Company Bridgeport
The Stanley P Rockwell Co Inc (commercial) 296 Homestead Ave Hartford
The Wallace Barnes Co Div Associated Spring Corp Bristol
The A F Holden Company 52 Richards Street West Haven (Main Plant)

Heat Treating Salts and Compounds
The A F Holden Company 52 Richards Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
The Miller Company (domestic oil burners and heating devices) Meriden

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Holsts and Trolleys New Britain
Union Mfg Company

Hollow Screws
The Allen Manufacturing Co Hartford

Hose Supporter Trimmings
The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids
Eis Manufacturing Co Middletown

Industrial Finishes
Zapon Div Atlas Powder Co Stamford

Industrial and Masking Tapes
The Seamless Rubber Company New Haven

Insecticides
American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable
The Kerite Insulated Wire & Cable Co Inc Seymour

Instruments
J-B-T Instruments Inc (Electrical and Temperature) New Haven

Insulation
The Gilman Brothers Co Gilman

Insulating Refractories Shelton
The Mullite Refractories Co

Jacquard Manchester
Case Brothers Inc

Japanning Bristol
J H Sessions & Son

Joining
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport

Key Blanks
Corbin Cabinet Lock Div American Hardware Corp New Britain

Labels Derby
The Graham Mfg Co

Label Moisteners South Norwalk
J & J Cash Inc (Woven)

Lacquers & Synthetic Enamels Shelton
Better Packages Inc

Ladders Stamford
Zapon Div Atlas Powder Co

Lamps 196 Chapel St New Haven
A W Flint Co

Leather
The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

Leather Goods Trimmings Glastonbury
Herman Roser & Sons Inc (Genuine Pigskin)

Letterheads New Britain
The G E Prentice Mfg Co

Lithographs New Haven
Lehman Brothers Inc (designers, engravers, lithographers)

Lighting Equipment
The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden
Waterbury Companies Inc Waterbury

Lighting Protection
Edward H Brown Hartford & New Haven

Locks-Cabinet
Corbin Cabinet Lock Div American Hardware Corp New Britain

Locks-Suit-Case and Trimmings
The Excelsior Hardware Co Stamford

Locks-Trunk
Corbin Cabinet Lock Div American Hardware Corp New Britain

Locks-Zipper
The Excelsior Hardware Co Stamford

Loom-Non-Metallic Hartford
The Wiremold Company

Machinery
The Fenn Manufacturing Company (Special) Hartford

Machinery Dealers & Rebuilders
The Hallden Machine Company (mill) Thomaston

Machines
The Torrington Manufacturing Co (mill) Torrington

Machinery Dealers Inc New Haven
Botwinik Brothers
J L Lucas and Son Fairfield

Machines-Automatic
The A H Nilson Mach Co (Special) Bridgeport

Machines-Forming
The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport

Machine Work
Geo W Fleming Co Wallingford

Magnets Stamford
Cinaudagraph Corp (Permanent)

Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines Stamford
Pitney-Bowes Inc

Manganese Bronze Ingot Bridgeport
The Whipple and Choate Company

Marine Equipment
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford

Marking Devices Middletown
Wilcox Crittenden & Co Inc

Matrices New Haven
W T Barnum & Co Inc

Mattresses New London
Palmer Brothers Co

Mechanical Assemblies-Small Hartford
M H Rhodes Inc

Mechanics Hand Tools
The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Cleaners Waterbury
Apothecaries Hall Co

Metal Cleaning Machines Hartford
Colt's Patent Fire Arms Mfg Co

Metal Finishes Bridgeport
Mitchell-Bradford Chemical Co

Metal Goods Bridgeport
Bridgeport Brass Co (to order)

Metal Novelties Waterbury
Waterbury Companies Inc (to order)

Metal Products-Stampings Bristol
The H C Cook Co 32 Beaver St Ansonia

Metal Specialties Stamford
The Excelsior Hardware Co

Metal Tubes and Cores New Haven
The New Haven Pulp & Board Co

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Metal Stampings
The Autoyre Co (Small) Oakdale
The Patent Button Co Waterbury

Metal Stampings
The Excelsior Hardware Co Stamford

Metal Stampings
J H Sessions & Son Bristol

Metal Stampings
The H C Cook Co 32 Beaver St Ansonia

Metal Stampings
The Greist Mfg Co 503 Blake St New Haven

Metal Stampings
Waterbury Companies Inc Waterbury

Metal Stampings
Bridgeport Chain & Mfg Co Bridgeport

Metal Stampings
The J A Otterbein Company (metal fabrications) Middletown

Metal Stampings
Scovill Manufacturing Company Waterbury 91

Milk Bottle Carriers New Haven
The John P Smith Co 423-33 Chapel St

Millboard Bridgeport
The Raybestos Div of Raybestos-Manhattan Inc (asbestos)

Mill Supplies Middletown
Wilcox Crittenden & Co Inc

Molded Plastic Products
The Patent Button Co Waterbury

Moulds Hartford
Colt's Patent Fire Arms Mfg Co

Moulds Waterbury
Waterbury Companies Inc

Moulds Lake Road
The Watertown Mfg Co 117 Echo

Moulds Watertown
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St

Moulds Bristol
The Sessions Foundry Co (heat resisting for non-ferrous metals)

Moulds Hartford
The Parker Stamp Works Inc (compression, injection & transfer for plastics)

Nickel Anodes Waterbury
Apothecaries Hall Co

Nickel Silver Seymour
The Seymour Mfg Co

Nickel Silver Ingot Bridgeport
The Whipple and Choate Company

Non-ferrous Metal Castings Meriden
The Miller Company

Nuts Bolts and Washers Milldale
Clark Brothers Bolt Co

Office Equipment Stamford
Pitney-Bowes Inc

Oil Burners Hartford
Underwood Corporation

Oil Burners Hartford
The Silent Glow Oil Burner Corp

Oil Burners Hartford
1477 Park St

Oil Burners Stamford
Petroleum Heat & Power Co (special commercial and industrial)

Oil Burners Meriden
The Miller Company (domestic)

Oil Burners Bridgeport
The Raybestos Div of Raybestos-Manhattan Inc

Packing Bridgeport
The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive)

Padlocks New Haven
Corbin Cabinet Lock Div American Hardware Corp

Paints and Enamels New Haven
The Staminit Corp

Paints and Enamels Meriden
The Tredennick Paint Mfg Co

Package Sealers Shelton
Better Packages Inc

Paperboard Robert Gair
Connecticut Corrugated Box Div Co Inc

Paper Boxes New Haven
The New Haven Pulp & Board Co

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I T ' S M A D E I N C O N N E C T I C U T

Plastic Buttons Colt's Patent Fire Arm Mfg Co Waterbury Companies Inc	Hartford Waterbury
Plastics—Extruded Extruded Plastics Inc	Norwalk
Plastics—Moulders The Watertown Mfg Co Waterbury Companies Inc	Watertown Waterbury
Plastics—Moulds & Dies The Parker Stamp Works Inc (for plastics)	Hartford
Platers The Patent Button Co The Plainville Electro Plating Co	Waterbury Plainville
Platers—Chrome The Plainville Electro Plating Co The Hartford Chrome Corporation Nutmeg Chrome Corporation	Plainville Hartford Hartford
Platers' Equipment Apothecaries Hall Company MacDermid Incorporated	Waterbury Waterbury
Plumbers' Brass Goods Bridgeport Brass Co Scovill Manufacturing Company	Bridgeport Waterbury 48
Plumbing Specialties John M Russell Mfg Co Inc	Naugatuck
Pole Line Malleable Iron Fittings Co	Branford
Polishing Wheels The Williamsville Buff Mfg Co	Danielson
Postage Meters Pitney-Bowes Inc	Stamford
Presses The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic
Press Papers Case Brothers Inc	Manchester
Printing The Case Lockwood & Brainard Co The Hemingway Corporation The Walker-Rackliff Company	Hartford Waterbury New Haven
Production Control Equipment Wassell Organization (Produc-Trol) United Cinephone Corporation	Westport Torrington
Propellers—Aircraft Hamilton Standard Propellers Div Aircraft Corp	United Air- craft Corp East Hartford
Propeller Fan Blades The Torrington Manufacturing Co	Torrington
Punches The Hoggson & Pettis Mfg Co (ticket & cloth) 141 Brewery St	New Haven
Putty Softeners—Electrical The Fletcher Terry Co	Box 415 Forestville
Pyrometers The Bristol Co (recording and controlling)	Waterbury
Quartz Crystals Crystal Research Laboratories Inc	Hartford
Radiation-Finned Copper The G & O Manufacturing Company	New Haven
Railroad Equipment The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Milford
Rayon Yarns The Hartford Rayon Corp	Rocky Hill
Reamers The O K Tool Co Inc (inserted tooth)	33 Hull St Shelton
Recorders The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
Refractories Howard Company	New Haven
Regulators Norwalk Valve Company (for gas and air)	South Norwalk
Resistance Wire The C O Jelliff Mfg Co (Nickel chromium, kanthal)	Southport
Retainers The Hartford Steel Ball Co (bicycle & auto motive)	Hartford
Riveting Machines The Grant Mfg & Machine Co L-R Mfg Div of The Ripley Co The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport Torrington Bridgeport
Rivets The H P Townsend Mfg Company	Hartford
Rivets The Connecticut Manufacturing Company Clark Brothers Bolt Co The Blake & Johnson Co (brass, copper and non-ferrous)	Waterbury Milldale Waterville
Rods I. H. Sessions & Son The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bristol Bridgeport
Rods The Raybestos Div of Raybestos-Manhattan Inc (iron)	Bridgeport
Rods The Bristol Brass Corp (brass and bronze)	Bristol
Rods Scovill Manufacturing Company (Brass and Bronze)	Waterbury 91
Rubber Chemicals The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils)	Stamford
Rubberized Fabrics The Duro-Gloss Rubber Co	New Haven
Rubber Footwear The Goodyear Rubber Co United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)	Middletown Naugatuck
Rubber Gloves The Seamless Rubber Company	New Haven
Rubbish Burners The John P Smith Co	423-33 Chapel St New Haven
Safety Fuses The Ensign-Bickford Co (mining & detonating)	Simsbury
Saw Blades The Capewell Mfg Co (Hack Saw, Band Saw)	Hartford
Saws, Band, Metal Cutting Atlantic Saw Mfg Co	New Haven
Scales—Industrial Dial The Kron Company	Bridgeport
Scissors The Acme Shear Company	Bridgeport
Screws The Blake & Johnson Co (machine) Corbin Screw Div, American Hardware Corp	Waterville New Britain
Screws Clark Brothers Bolt Co The Charles Parker Co (wood)	Milldale Meriden
Screws Scovill Manufacturing Company The Connecticut Mfg Co (machine)	Waterbury 48 Waterbury
Screw Machines The H P Townsend Mfg Company	Hartford
Screw Machine Products The Apex Tool Co Inc The Connecticut Manufacturing Company	Bridgeport Waterbury
Screws Corbin Screw Div, American Hardware Corp	New Britain
Screws The Blake & Johnson Co The Centerless Grinding Co Inc (Heat treated and ground type only)	Waterville Bridgeport
Screws 19 Staples Street The Eastern Machine Screw Corp Truman & Barclay Sts	Bridgeport New Haven
Screws The Humason Mfg Co Geo W Fleming Co The Greist Mfg Co (Up to 1 1/2" capacity)	Forestville Wallingford New Haven
Screws Scovill Manufacturing Company Nelson's Screw Machine Products	Waterbury 91 Plantsville
Screws Winsted Manufacturing Co	Winsted
Sealing Tape Machines Better Packages Inc	Shelton
Sewing Machines The Geist Mfg Co (Sewing machine attachments) 503 Blake St The Merrow Machine Co (Industrial)	New Haven Hartford
Shaving Soaps The J B Williams Co	Glastonbury
Shears The Acme Shear Co (household)	Bridgeport
Sheet Metal Products The American Brass Co (brass and copper)	Waterbury
Sheet Metal Products Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)	Durham
Sheet Metal Products United Advertising Corp, Manufacturing Division (Job and Production Runs)	New Haven
Sheet Metal Products Waterbury Companies Inc	Waterbury
Sheet Metal Stampings The American Buckle Co The Patent Button Co I H Sessions & Son	West Haven Waterbury Bristol
Shipment Sealers Better Packages Inc	Shelton
Showcase Lighting Equipment The Wiremold Company	Hartford
Shower Stalls Dextone Company	New Haven
Signals The H C Cook Co (for card files)	Ansonia
Silks Cheney Brothers	South Manchester
Sizing and Finishing Compounds American Cyanamid & Chemical Corp	Waterbury
Smoke Stacks The Bigelow Company (steel)	New Haven
Soap The Porcupine Company	Bridgeport
Soap The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury
Solder—Soft Torrey S. Crane Company	Plantville
Special Machines The H P Townsend Mfg Company	Hartford
Special Parts The Greist Mfg Co (small machined, especially precision stampings)	New Haven
Special Industrial Locking Devices Corbin Cabinet Lock Div American Hardware Corp	New Britain
Spinnings The Gray Manufacturing Company	Hartford
Sponge Rubber The Sponge Rubber Products Co	Shelton
Spreads Palmer Brothers Company	New London
Spring Coiling Machines The Torrington Manufacturing Co	Torrington
Spring Units American Chain & Cable Co Inc Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport Bridgeport
Spring Washers The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Springs—Coil & Flat The Humason Mfg Co The Wallace Barnes Co Div Associated Spring Corp	Forestville Bristol
Springs—Flat The Wallace Barnes Co Div Associated Spring Corp	Spring Bristol
Springs—Furniture American Chain & Cable Co Inc Owen Silent Spring Co Inc	Bridgeport Bridgeport
Springs—Wire The Connecticut Spring Corporation (compression, extension, torsion) The Wallace Barnes Co Div Associated Spring Corp New England Spring Mfg Co J W Bernston Company (Coil and Torsion)	Hartford Bristol Unionville Plainville
Springs, Wire & Flat The Autoyre Company	Oakville
Stair Pads Palmer Brothers Company	New London
Stamps The Hoggson & Pettis Mfg Co (steel) 141 Brewery St	New Haven
Stamps The Parker Stamp Works Inc (steel & rubber)	Hartford
Stampings The Rogers Corporation (Fibre Cellulose Paper)	Manchester
Stampings—Small The Greist Manufacturing Co Scovill Manufacturing Company The Wallace Barnes Co Div Associated Spring Corp	New Haven Waterbury 91 Spring
Steel Castings The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave	Hartford Branford
Steel—Cold Rolled Spring The Wallace Barnes Co Div Associated Spring Corp	Bristol
Steel—Cold Rolled Stainless Wallingford Steel Company	Wallingford
Steel—Cold Rolled Strip and Sheets Wallingford Steel Company	Wallingford
Steel Goods Merriam Mfg Co (sheets products to order)	Durham
Steel—Magnetic Waterbury Companies Inc	Waterbury
Stereotypes Cinaudagraph Corporation	Stamford
Stop Clocks, Electric W T Barnum & Co Inc	New Haven
Structural Steel (Fabricated) The H C Thompson Clock Co	Bristol
Studio Couches The Porcupine Company	Bridgeport
Super Refractories Waterbury Mattress Co	Waterbury
Surface Metal Raceways & Fittings The Mullite Refractories Co The Wiremold Company	Shelton Hartford
Surgical Dressings The Seamless Rubber Company Acme Cotton Products Co Inc	New Haven East Killingly
Surgical Rubber Goods The Seamless Rubber Company	New Haven
Switchboards Plainville Electrical Products Co	Plainville
Switchboards Wire and Cables Rockbestos Products Corp (asbestos insulated)	New Haven
Tanks The Bigelow Company (steel)	New Haven
Tanks (Steel and Alloy) The Porcupine Company	Bridgeport
Tape The Russell Mfg Co	Middletown
Tap Extractors The Walton Co	94 Allyn St Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co
2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
The Aspinook Corp (cotton) Jewett City

Thermometers
The Bristol Co (recording and automatic control) Waterbury

Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury

Thread
Max Pollack & Co Inc Groton
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington
Wm Johl Manufacturing Co Mystic

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
The H C Thompson Clock Co Bristol

Timing Devices & Time Switches
M H Rhodes Inc Hartford

Timing Devices
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury

Tinning
Wilcox Crittenden & Co Inc Middletown
The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Tools, Dies & Fixtures
The Greist Mfg Co New Haven
The Parker Stamp Works Inc (special) Hartford

Toys
A C Gilbert Company New Haven
Pate and Company Branford
The Gong Bell Co East Hampton
The A F Holden Company
52 Richards Street West Haven (Main Plant)
The N N Hill Brass Co East Hampton
Waterbury Companies Inc Waterbury

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
The Excelsior Hardware Co Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford

Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia

Tubing
The American Brass Co (brass and copper) Waterbury
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Tubing (Extruded Plastic)
Extruded Plastics Inc Norwalk

Tubing—Heat Exchanger
Scovill Manufacturing Company Waterbury 91

Turret Lathe Products
Geo W Fleming Co Wallingford

Typewriters
Underwood Corporation Hartford

Typewriter Ribbons
Underwood Corporation Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Union Pipe Fittings
The Corley Co Inc (300# AAR) Plainville

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
The Spencer Turbine Co Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Automatic Air
Beaton & Caldwell Mfg Co New Britain

Valves—Flush
Beaton & Caldwell Mfg Co New Britain

Valves—Relief & Control
Beaton & Caldwell Mfg Co New Britain

Varnishes
The Staminite Corp New Haven

Ventilating Systems
Colonial Blower Company Hartford

Vises
The Charles Parker Co Meriden
The Fenn Manufacturing Company (Quick-Action Vises) Hartford

Washers
The Blake & Johnson (brass, copper & non-ferrous) Waterville
American Felt Co (felt) Glenville
Clark Brothers Bolt Co Milldale
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport

Watches
Benrus Watch Co 30 Cherry St Waterbury
The United States Time Corporation Waterbury

Waterproof Dressings for Leather
The Viscol Company Stamford

Welding
The Porcupine Company Bridgeport
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

Welding Rods
The Bristol Brass Corp (brass & bronze) Bristol

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
The Russell Mfg Co Middletown
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport

Wire
The Bristol Brass Corp (brass & bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Platt Bros & Co (zinc wire) Waterbury
P O Box 1030

Wire Arches and Trellis
Rockbestos Products Corp (asbestos insulated) New Haven
Scovill Manufacturing Company (Brass, Bronze, and Nickel Silver) Waterbury 91

Wire Baskets
The John P Smith Co New Haven
423-33 Chapel St

Wire Cable
Relock Inc (for acid, heat, degreasing) Fairfield

Wire Cloth
The Bevin-Wilcox Line Co (braided) East Hampton

Wire Drawing Dies
The C O Jelliff Mfg Co (All metals, all meshes) Southport

Wire Dipping Baskets
The John P Smith Co New Haven
423-33 Chapel St

Wire Enameled Magnet
Sweet Wire Co Winsted

Wire Formings
The Autoyre Co Oakville

Wire Forms
The Connecticut Spring Corporation Hartford
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol
New England Spring Mfg Co Unionville

Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Company (To Order) Waterbury 91

Wiremolding
The Wiremold Company Hartford

Wire Nuts—Solderless
The Wiremold Company Hartford

Wire Reels
The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co New Haven
423-33 Chapel St

Wire Rings
The American Buckle Co (pan handles and tinners' trimmings) West Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford

Yarns
The Ensign-Bickford Co (jute carpet) Simsbury

Zinc
The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

Over the Desk

(Continued from page 38)

Ryter, Woodhouse. Absent—Luce.

Amending Voluntary Enlistment Bill to increase enlistment term from one year to 18 months. Lost 63 to 16. Yes—Hart. No—McMahon.

Amending Voluntary Enlistment Bill to increase pay in all grades and ranks by \$25 a month. Lost 64 to 13. No—Hart, McMahon.

Adoption of Taft-Radcliffe Amendment to Full Employment Bill, providing that any proposed Federal expenditure to be accompanied by tax pro-

gram. Passed 82 to 0. Yes—McMahon. Announced for—Hart.

Adoption of Hickenlooper Amendment to Full Employment Bill, providing Federal program shall not include activities in competition with private industry. Lost 49 to 39. No—McMahon. Absent—Hart.

Hickenlooper Amendment to Full Employment Bill, providing that there be no unnecessary government restrictions. Lost 44 to 35. No—McMahon. Absent—Hart.

Adoption of Full Employment Bill. Passed 71 to 10. Yes—McMahon. Announced for—Hart.

Authorizing Government Agencies to Provide Health Services for Employees. Passed 181 to 72. Yes—Tal-

bot. Absent—Geelan, Kopplemann, Luce, Ryter, Woodhouse.

★ ★ ★

The other day we stopped in to see State Labor Commissioner John Egan at the Shelton Sanatorium. John, as Secretary of the Connecticut AFofL, was our opponent in the Connecticut General Assembly for over twenty years. We have never met a more honest or fair fighter. He always had his feet on the ground, never struck an underhanded blow and had the strength of his convictions.

John is in a cast and putting up the battle of his life. After we had seen him and talked with him, we knew that he will win.

SERVICE SECTION

A VETERAN, J. F. Pearse, 24 Tang Street, Guadalcanal Village, Vallejo, California, is seeking manufacturers who wish agents on the West Coast with jobbers, department stores, and chain stores. The applicant and his associates are veterans and are re-establishing themselves in their own business. Address S. A. No. 13.

AN ESTABLISHED DISTRIBUTOR traveling 5 men in Connecticut, Rhode Island and Massachusetts, interested in a new item for mill supply or hotel and institutional trade—good business reputation in this area—Financial references. Address S. A. No. 14.

COMPANY WITH HEADQUARTERS in Wichita, Kansas, and with sales representatives in the East, West and foreign countries seeking manufacturers with products to market—one hundred people in sales force. Address S. A. No. 15.

SMALLER MANUFACTURERS might be interested in sales representation in Iowa, Nebraska, Minnesota, North and South Dakota—straight commission basis, no drawing account or salaries wanted—father and son (a veteran) own business. Address S. A. No. 16.

YOUNG CONNECTICUT ORGANIZATION anxious to contact owner of going concern which can be purchased outright—manufacturing or distributing business southern New England—not interested for investment purposes only. Address O. W. No. 25.

VETERAN seeks to invest in a manufacturing or jobbing concern, preferably in partnership—experience in building industry, with contractors, architects and jobbers—capital available \$7,500—\$10,000. Address O. W. No. 26.

FOR SALE—No. 4, Automatic Iron Fireman Stoker, complete with 750 lb. capacity hopper, metering type coal worm, retort, flexible V-belt drive and induction type motor. Address S. E. No. 878.

WANTED—35 to 50 ton punch press, open front similar to D & O Niagara or Perkins. Address S. E. No. 879.

WANTED—One Punch Press about 50 tons—L & J or Bliss preferred—Bolster Plate 32" x 35". Address S. E. No. 855.

AVAILABLE for sub-contract work for No. 500-B Perkins Press, 2½" stroke; No. 300-B Perkins Press, 1½" stroke. If volume is sufficient can operate sixty or more hours per week. Address M. T. A. No. 290.

CONSULTING SANITARY ENGINEER—Three years superintendent, Columbus Water Purification Plant; 12 years Chief Chemist, Sewage Testing Station, Milwaukee; 17 years Chief Engineer of the Connecticut State Water Commission; 3 years Research Chemist, Disposal of Trade Wastes, United Aircraft Corporation. Available to make studies and reports on management of sewage, trade wastes and water treatment. Will consider full or part time work for Connecticut manufacturing establishment or laboratory. Address P. W. No. 1433.

PRODUCTION ENGINEER—Experienced in revising or installing wage incentives that decrease unit cost and better personnel relations. Contract as resident engineer expected. Address P. W. No. 1434.

DRAFTSWOMAN—Mechanical Drafting position wanted by woman, 40, with 20 years experience. Prefer small New England Town to industrial city. Experienced in power plant piping, machine parts assembly. Also familiar with ship drafting. Address P. W. No. 1435.

TECHNICAL SALES EXECUTIVE—Experienced for home office managerial position or district manager—age 39—have extensive engineering education, and active industrial sales connections in New England and Atlantic seaboard. Address P. W. No. 1437.

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It's surprising, but the number of long distance calls has actually *increased* since Japan surrendered. That's why the lines are frequently jammed — taxed to capacity by the calls of industry busily engaged in reconverting, by thousands of returning servicemen eager to voice the joyful message "I'm back" to the folks at home.

So we suggest that you make your long distance calls at the less busy times during the day. That will help your operator give you the fastest possible service on your calls.

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